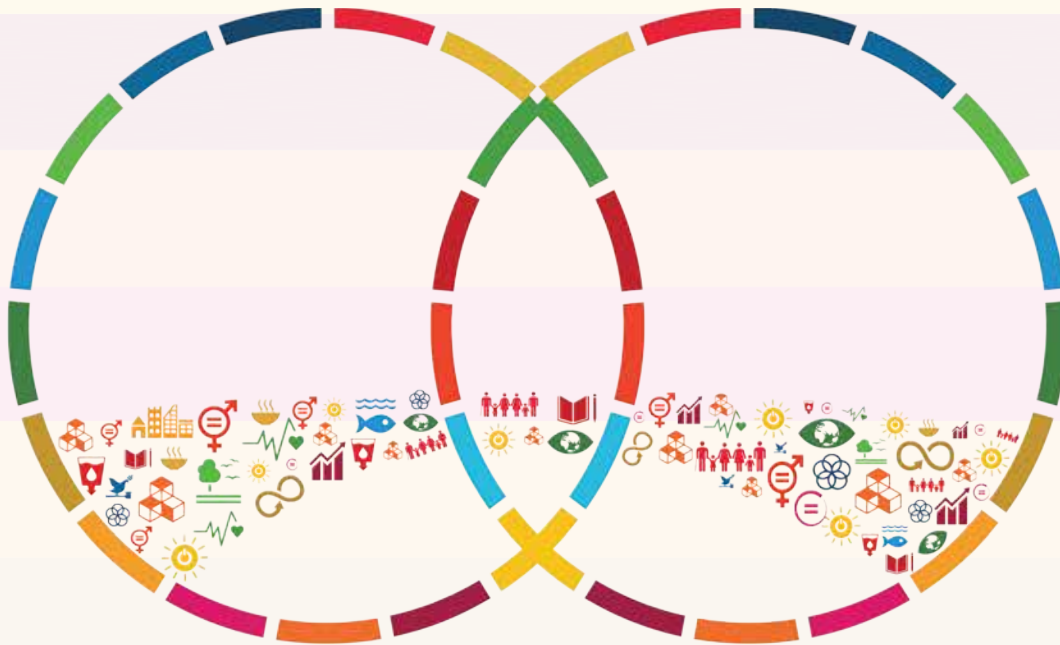


Good Practices in  
**South-South** and **Triangular Cooperation**  
for **Sustainable Development - Volume 2**



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304 East 45th Street, FF 11th Floor  
New York, NY, 10017, USA

September 2018

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Designed by YAT Communication

# FOREWORD

The importance of South-South and triangular cooperation in accelerating sustainable development has gained continued momentum over the last decades. There is growing consensus around sharing ideas, knowledge and skills to address common challenges and build shared strengths. Developing countries are increasingly recognizing good practices in South-South and triangular cooperation as viable pathways to accelerate progress in the attainment of the 17 Sustainable Development Goals (SDGs). The new surge in South-South and triangular cooperation has also seen countries in the South increasingly championing solutions that address common transnational development challenges which would be difficult to tackle independently.

The second of its series, the Good Practices in South-South and Triangular Cooperation for Sustainable Development highlights how South-South cooperation and triangular cooperation can accelerate progress towards the implementation and achievement of the SDGs. This series features more than 100 good practices presented by Member States, United Nations agencies and other development partners. This compendium of good practices presents notable solutions at the national, subregional, regional and global levels to crucial challenges faced by developing countries ranging from efforts to eradicate poverty, reduce inequality, support climate change action and create peaceful and cohesive societies. It demonstrates how developing countries collaborate among themselves to address challenges through solidarity, peer-to-peer learning and collective self-reliance. The evidence gathered in this volume aims to benefit developing countries seeking to scale up South-South and triangular cooperation initiatives, particularly in the widespread application of policies, strategies and programmes.

In the presentation of cases, priority has been given to highlighting innovative initiatives that illustrate the central tenets of effective South-South and triangular cooperation; initiatives that involve and benefit a great number of people in two or more Southern countries; address transnational development challenges; solutions that have been piloted and scaled up; and have tangible development outcomes that address the attainment of all 17 SDGs.

The United Nations Office for South-South Cooperation (UNOSSC) aims to develop a global knowledge sharing and partnership brokering platform to respond more systematically and effectively to developing countries' demand to connect and collaborate with potential partners. The platform aims to complement, rather than substitute existing national or regional institutional arrangements. It will fill an unmet gap, by providing a space that systematizes knowledge, and is equipped to provide actionable solutions, strengthen capacity and foster valuable partnerships.



A handwritten signature in black ink that reads "Jorge S. Chediek". The signature is written in a cursive style with a horizontal line underneath the name.

Jorge Chediek  
Director and Envoy of the Secretary-General  
on South-South Cooperation

# ACKNOWLEDGEMENTS

This publication was only made possible through the collaborative efforts of the United Nations Office for South-South Cooperation (UNOSSC) and partners from Member States, UN entities, intergovernmental organizations (IGOs) and other development partners. It contains 107 good practices in South-South and triangular cooperation grouped according to the 17 SDGs.

We owe a major debt of gratitude to colleagues from the following partners, for their hard work and dedication. In particular, from Member States, we wish to thank: Lic. María Fernanda Jakubow from the Government of Argentina; Sarah MacCana from Health and HIV Implementation Services Provider, an Australian Government initiative; Md. Shaheenur Rahman and Iqbal Abdullah Harun from the Government of Bangladesh; Zhang Wei, Cai Yun and Liu Yang from the China International Center for Economic and Technical Exchanges (CICETE); Sebastián Giraldo Mejía from the Agencia Presidencial de Cooperación of Colombia (APC-Colombia); Novi Dwi Ratnasari from the Government of Indonesia; Yasuhito Murakami and Atsushi Okada from the Japan International Cooperation Agency (JICA); Maria Rodriguez Dominguez from the Agencia Mexicana de Cooperación Internacional para el Desarrollo (Mexican Agency for International Development Cooperation/AMEXCID); Jelena Lekovic from the Government of Montenegro; Helge Espe from Fredskorpset Norway (FK Norway); and Sirithon Wairatpanij from the Thailand International Cooperation Agency (TICA).

From IGOs, we wish to thank: Attiya Nawazish Ali from the Islamic Chamber of Commerce, Industry and Agriculture (ICCIA); Charlotte King and Dan Mejia from the International Bamboo and Rattan Organisation (INBAR); and Carina Vance, Luana Bermudez and Beatriz Nascimento from Instituto Suramericano de Gobierno en Salud (South American Institute of Government in Health/ISAGS-UNASUR).

From UN entities, we wish to thank: Polina Tarshis from the Economic Commission for Europe (ECE); Maria Misovicova from the Economic and Social Commission for Asia and the Pacific (ESCAP); Dongxin Feng from the Food and Agriculture Organization of the United Nations (FAO); Ana Maria Currea from the Global Environment Facility (GEF); Maurizio Navarra from the International Fund for Agricultural Development (IFAD); Anita Amorium from the International Labour Organization (ILO); Chris Richter from the International Organization for Migration (IOM); Lin Yanming, Bobby Olarte and Arasu Jambukeswaran from the United Nations Population Fund (UNFPA); Mariana Crespo from the Pan American Health Organization (PAHO/WHO); Chunying Stella Qian, Orria Goni and Vesna Gajic from the United Nations Development Programme (UNDP); Clare Stark from the United Nations Educational, Scientific and Cultural Organization (UNESCO); Ariesta Ningrum from the United Nations Framework Convention on Climate Change (UNFCCC); Ian Thorpe and Martha Santos from the United Nations Children's Fund (UNICEF); Weixi Gong and Aysen Toksoz from the United Nations Industrial Development Organization (UNIDO); Florian Eisele and Marlene Grundstrom from the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD); Rafael Martinez Gil from the United Nations Volunteers Programme (UNV); A.H. Monjurul Kabir from the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); Laurent Porte from the World Bank; Carola Kenngott and Ragini Malik from the World Food Programme (WFP); Oswaldo Reques from the World Intellectual Property Organization (WIPO); and Nicole Groot Zevert from the World Tourism Organization (UNWTO).

The dedication and hard work of the core team were critical. The organization, research and drafting of this document was supervised by Xiaojun Grace Wang, UNOSSC. Special thanks is extended to Shams Banihani, UNOSSC, for her overall coordination, research and technical review; and Michael Stewart and Nawra Mehrin, UNOSSC, on their technical review on the original manuscripts. Thanks also to Leah Brumer, Barbara Hall and Peter Robertson for their editorial support, and to Mohamed Magdy and the team at YAT Communications for the design and layout of the final publication.

Finally, we express our thanks and gratitude to Achim Steiner, Administrator of the United Nations Development Programme, which hosts and supports the work of UNOSSC. Without his leadership this report would not have been possible.

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# Digital Centres

## Reaching the unreached in Bangladesh through an innovative public-private entrepreneurship model

### Challenge

Similar to the situation in many developing countries, Bangladeshi government offices at the district and sub-district levels provide an extensive range of public services that are time-consuming and labour-intensive for both service providers and recipients. This creates frequent delays and has had an adverse impact on the livelihoods of the poor. Most citizens reside and work in rural areas, so they must typically travel long distances to access the nearest government facility, usually located in urban or semi-urban areas. In addition to long commutes, service recipients have also faced difficulties in completing applications to access public and private services. They have furthermore confronted barriers to accessing banking, financial and some private services. Due to a lack of IT literacy and Internet connectivity, they cannot enjoy the benefits of e-commerce. And due to the lack of access to information regarding the processes and the lengthy timelines involved, citizens have had to forego income-generating activities and incur additional costs to access services including transportation, accommodation and food. For women, the elderly and people with disabilities, the challenges have been even greater.

### Towards a Solution

To address these challenges, Access to Information (a2i), a special programme of the Government of Bangladesh, in partnership with the Local Government Division, set up digital centres. Located in the lowest tier of government administration offices such as Union Parishad, Pourashava and at the City Corporations' Ward councillors' office, these centres are one-stop access points for obtaining private and public services. They are operated by entrepreneurs who are selected jointly by the Upazila Nirbahi Officer (head of the Upazila administration) and the Union/Pourashava chairman/city corporation ward councillors. The Government does not bear the cost of the entrepreneurs' salaries as these entrepreneurs, both male and female, manage the business model by taking minimum service charges from service recipients. Their activities are in turn monitored by Upazila Nirbahi officers. Because the centres employ females, rural women have been encouraged to seek services.

An online service platform, Ek sheba, has been developed for the entrepreneurs. To date, over 136 public and private e-services and the rural e-commerce platform ekShop have been integrated into this platform. This platform currently provides over 136 public and private services, agent banking services and assisted rural model e-commerce support through Ekshop to rural citizens. a2i is liaising with different government offices and private organizations for service expansion through the Ek sheba platform.

The digital centres ensure that underserved populations, such as rural women, people with disabilities and the elderly, can access vital information and services, regardless of their general and specific Information and Communications Technology (ICT) level of literacy. A typical digital centre is about 4 km from the average rural citizen's home, compared to a government subdistrict office, which is about 20 km away, and a district office, over 35 km away. Access to these centres enables citizens to receive efficient and customized public and private services. To date, 5,286 digital centres have been set up, delivering over 150 types of services – both public and private – to an average of 6 million underserved citizens every month at much lower time, cost and number of visits (TCV). On average, the time needed to obtain services



has been reduced by 85 per cent, cost by 63 per cent and the number of visits by 40 per cent. **Already 323 million services have been provided from digital centres to 76.8 million citizens, including approximately 2.1 million prospective migrant workers who have been registered online and 4 million citizens who have received m-banking services. In the process, the digital centre entrepreneurs have earned over USD 32.95 million.**

Collectively, digital centres represent an important nexus for decentralizing service delivery, strengthening local government and also empowering communities. These one-stop centres are essentially micro-enterprises run by “citizen entrepreneurs” in tandem with elected local government representatives. They leverage modern technology to provide citizens both free and fee-based access to more than 150 public and private services. Public services include land records, birth registration, telemedicine, passport and overseas job applications as well as applications to various other government services. Private services include mobile financial services, rural e-commerce services (through ekShop), insurance and various types of computer and vocational training. This initiative won the WSIS Prize from the International Telecommunication Union (ITU) in 2014.

a2i is working with interested public and private agencies to design policies to make more in-demand services available for citizens through these digital centres. Local government divisions have already established the policy frameworks needed to set up digital centres and establish the terms and conditions. District administration and upazila (i.e. subdistrict) administrations have been assigned to monitor these centres and evaluate the entrepreneurs who run them. In addition, as part of service process simplification, the Cabinet Division strongly encourages scores of government agencies to use the digital centres as last-mile delivery points for hundreds of public services. Private sector companies are also starting to make their services available through these centres, which may be the most cost-effective way to achieve nationwide reach quickly. Digital centres are also providing agent banking facilities, enabling citizens to withdraw allowances, deposit savings and conduct other financial transactions through these centres.

The network of centres across the country, together with thousands of post offices and innovative digital payment options, has emerged as a viable platform for e-commerce transactions, including the movement of goods in rural areas.

The increasing trust of citizens in digital centres as a decentralized government desk has been a key factor driving the acceptance and popularity that they have gained over time, and thereby facilitating their replication. Such replication requires that the centres become financially sustainable, maintaining a careful balance between their commercial aspects and social mission. Quality entrepreneurs must be recruited, while considering the centres’ social and financial aspects, and their capacities must be developed. The inclusion of female entrepreneurs must be ensured by effectively addressing their current social situation.

Government and non-government agencies from the Maldives, Bhutan and Fiji have already entered into partnerships with a2i to replicate some of its successful initiatives, including the digital centre initiative. Discussions are underway with government agencies and development agencies in other countries to replicate the model, especially developing countries, facilitated by the South-South Network for Public Service Innovation (SSN4PSI). To replicate these models effectively, certain conditions must be met, such as: setting up offices in the lowest-tier government administration offices; building online service delivery platforms; selecting entrepreneurs properly; establishing policy by local government divisions; conducting rigorous monitoring by local administrations; recruiting both female and male entrepreneurs; and, delivering both private and public services.

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**Project name:** Digital Centres of Bangladesh

**Countries/Regions:** Bangladesh, Bhutan, Fiji, Maldives

**Nominated by:** Government of Bangladesh

**Sustainable Development Goal targets:** 1.4

**Supported by:** Government of Bangladesh, UNDP and USAID

**Implementing entity:** Access to Information (a2i) Programme, ICT Division, Bangladesh

**Project status:** Ongoing

**Project period:** 2010–2018

**URL of the practice:** <https://a2i.gov.bd/one-stop-shop-2/>

# Agricultural Development and Enhanced Food Security in the MENA Region and Central Asia

Fostering cross-learning and technical cooperation through exchange corridors

## Challenge

Freshwater is one of the most fundamental ecosystems for sustaining life. Globally, rain-fed agriculture is practiced on 83 per cent of cultivated land and supplies more than 60 per cent of the world's food. However, this resource is under stress due to the challenges of climate change and the world's growing population has limited access to good-quality, clean water. This has led to an increase in water-related conflicts. From Morocco to Kazakhstan, water stress in the Arab States and Central Asia is the highest in the world.

In addition, statistics show that world hunger rates are rising again after a prolonged decline, driven by the increased conflicts and often exacerbated by climate-related shocks. Given the interrelatedness of these two problems, addressing them will require an integrated approach.

## Towards a Solution

In view of the above, the International Fund for Agricultural Development (IFAD), the Islamic Development Bank and the United Nations Office for South-South Cooperation (UNOSSC) are supporting a cross-regional grant project that seeks to address the challenge of rising food insecurity and rural poverty and the growing demand for water resource management by further advancing technical cooperation and exchanges among selected countries across the Near East, North Africa, Central Asia and Europe. The countries involved are Algeria, Hungary, Kazakhstan, Kyrgyzstan, Morocco, Sudan, Tunisia, Turkey and Uzbekistan. This IFAD/UNOSSC initiative benefits from South-South and Triangular Cooperation (SSTC) to leverage knowledge-sharing and best practices among participating countries.

The project has three main objectives:

- To successfully transfer innovative solutions in water preservation technologies, cultivation of water-efficient crops and cattle breeding;
- To create more favourable policy and institutional spaces to scale up (i.e. replication, adaptation or expansion) successful solutions in agricultural production and income generation; and
- To facilitate South-South knowledge exchange based on documented successful solutions and methodologies, as well as through online access to relevant home-grown expertise and solutions.

The SSTC-ADFS (Agricultural Development and Enhanced Food Security) partnership initiative was officially launched on 18 November 2014 in the framework of the Global South-South Development EXPO 2014. Between June 2015 and December 2017, the three thematic corridors initially identified for the partnership initiative were further expanded to include additional topics of interest for the participating countries, thanks to the additional financial contribution of the Islamic Development Bank, which joined the partnership initiative in 2016. As a result, the partners have agreed on a total of eight thematic cross-

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2 ZERO HUNGER



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regional corridors. Each has taken lead responsibility for the knowledge-sharing activities in the domain in which it has valuable expertise. The expanded thematic areas are:

- Farmer-based organizations (Turkey);
- Agricultural biotechnology (Hungary);
- Effective livestock development (Algeria);
- Sustainable irrigation and sustainable use of water resources (Morocco);
- Public-private partnerships in agricultural development and food security (Sudan);
- Horticulture development (Uzbekistan);
- Effective use of pasture and rural tourism (Kyrgyzstan); and
- Sustainable aquaculture (Tunisia).

Ministries of Agriculture and national Development Cooperation Agencies benefited from the demand-driven trainings delivered within the project. Up to 25 key experts in each country gained specific knowledge on coordinating SSTC to meet the needs of agricultural development. At the national level, focal points were appointed to inform the planning, implementation and scaling up of the so-called “country components” to maximize technical cooperation and share best practices and solutions among the target countries. National partners assumed full ownership and the focal points successfully collaborated to identify and agree on experts’ exchanges, bilateral projects, policy-level dialogue and institutionalization of cooperation between their respective countries. A key feature of the project has been its extreme flexibility in responding to changing national-level priorities with respect to advancing SSTC in the themes of focus, as project activities and “country components” are developed on a demand-driven basis.

Since the project activities began in 2015, **12 international exchange workshops have been organized, involving over 700 participants comprising technical experts, government officers, representatives of farmers cooperatives, research centres and extension**

**services. To date, 71 home-grown innovative and practical solutions that address development challenges in the participating countries have been documented on an online solutions mapping portal ([agro.southsouthworld.org](http://agro.southsouthworld.org)).** The project initiated practical replication and adaptation of solutions proven to be successful in originating countries. For example, the Mobile Extension Value Added (MEVA) mobile application developed in Uzbekistan that provides access to value chain information for farmers has been adapted and developed for piloting in Hungary, Kyrgyzstan, Sudan and Turkey.

The project continues to identify opportunities for synergy with other initiatives supported by the national and international stakeholders and that serve as a framework for new partnership initiatives and agreements between participating countries. This has been the case for Algeria, Morocco and Tunisia on one hand and Hungary and Sudan on the other. These countries have set up agreements to enhance their bilateral and triangular cooperation in the sectors of cross-border pastures and institutionalized cooperation at the policy level.

The beneficiary countries have expressed strong interest in continuing the triangular partnership with all member countries, UNOSSC, IFAD and the Islamic Development Bank. Discussions are ongoing between UNOSSC and several governments to expand the membership of the cross-learning and knowledge-sharing initiative, thereby further mainstreaming South-South and triangular cooperation in the MENA region, Central Asia and beyond.

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**Project name:** Agricultural Development and Enhanced Food Security (ADFS) in the MENA region and Central Asia

**Countries/Regions:** Algeria, Hungary, Kazakhstan, Kyrgyzstan, Morocco, Sudan, Tunisia, Turkey, Uzbekistan

**Nominated by:** IFAD – NEN Division

**Sustainable Development Goal target(s):** 1.1, 1.2, 1.B, 2.3, 2.4, 2.A

**Supported by:** IFAD, Islamic Development Bank, UNOSSC

**Implementing entity:** UNOSSC, national partners

**Project status:** Ongoing

**Project period:** 2014-2019

**URL of the practice:** [goo.gl/LLENos](http://goo.gl/LLENos)

# TRANSFORM

## Developing technical skills and leadership to achieve social protection for all in Africa through South-South cooperation

### Challenge

Despite some success stories and champion countries, sub-Saharan Africa remains the region with the world's lowest social protection coverage.<sup>1</sup> The challenges include a lack of technical skills and awareness among African civil servants at all levels with regard to the importance and successful pathways towards universal social protection coverage. Capacity is particularly lacking in the operational and administrative processes for successful governance and implementation of social protection policies and programmes in Africa. This is also manifested by the discrepancy between the rights-based aspirations often articulated in national legislation, development plans or social protection strategies and the weak performance of social protection systems and schemes in practice. While a wealth of experience exists in Africa, these experiences are not harvested systematically and no African curricula or learning opportunities are available to acquire the technical, practical skills relevant to the African context. Yet social protection is paramount in terms of achieving the 2030 Agenda for Sustainable Development, in particular for its potential to deliver on the promise to leave no one behind.

### Towards a Solution

The prime objective of TRANSFORM is to build critical thinking and capacities of policymakers and practitioners at national and decentralized levels to improve the design, effectiveness and efficiency of social protection systems. TRANSFORM aims both to impart state-of-the-art knowledge that is appropriate to the challenges faced by countries in the region and to encourage learners to take leadership on the change and transformation of nationally defined social protection systems.

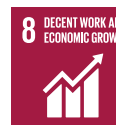
Given the importance of social protection in the 2030 agenda for sustainable development, in particular goal one on extending poverty (target 1.3 of the results framework), the ability of social protection to facilitate structural transformation of the economy, and the slow transition towards nation-wide state-administered social assistance systems in many African countries, the capacity of African governments to improve their social protection systems must be strengthened. This is achieved through South-South cooperation and peer learning among experts.

The TRANSFORM learning package is available to social protection practitioners at the national and subnational levels and includes a full set of modular materials for trainers and learners to deliver a range of customizable learning events (trainings), face-to-face or online.

The TRANSFORM methodology is unique and innovative in that it recognizes the importance of practice. **TRANSFORM encourages learners to learn from each other and to assume leadership to change and transform nationally defined social protection systems. The learning package focuses on the participants' concrete environment. It is not limited to describing what works, but grapples with the complexities of how and why things work. In this regard, it stimulates South-South cooperation and peer learning.** The methodology places an emphasis on promoting change. To the extent possible, the training sessions should lead to the development of personal commitments or action plans for taking leadership in transformation.

<sup>1</sup> ILO World Social Protection Report 20017-19, p.9

1 NO POVERTY



Valentina Barca



Taonga Mshanga

Most importantly, TRANSFORM is developed by and delivered through African experts and practitioners, empowering the experts to become trainers and continue learning from each other, thereby generating a South-South network of trainers and experts. The package is designed in a format that allows national trainers to replicate it easily. The initiative is structured to facilitate and institutionalize ongoing joint development and updating of the materials.

The first TRANSFORM Training of Trainers was conducted in October 2017 in Zambia. The 23 trainers represented government, academia, the private sector and the UN system from Ethiopia, Ghana, Kenya, Lesotho, Malawi, Mauritius, Mozambique, South Africa, the United Republic of Tanzania, Zambia, and Zimbabwe. Participants were selected through a call for applications distributed through TRANSFORM regional partners' networks. To obtain certification, trainers first participated in the training. In the second step, they provided a training themselves, with the support of the head trainers. This will enable the creation of a pool of trainers across Africa. A community of regional TRANSFORM trainers will facilitate interactions among Southern countries.

The project also forges partnerships with local academic institutions and capacity-building initiatives at national and regional levels to ensure sustainability and impact. It also seeks to institutionalize a real community of practice that will assume leadership to transform social protection systems in Africa. Efforts are also underway to adapt and tailor the content of the curriculum to other regions in West and Northern Africa and Asia. Plans are underway to tailor the TRANSFORM package to the needs of specific national-level trainings in Kenya, Malawi, and South Africa, and to translate the materials into Portuguese and French.

Approximately 250 practitioners from five countries in Southern and Eastern Africa participated in face-to-face TRANSFORM training workshops between 2017 and 2018. Offering online versions of the course helps to achieve maximum outreach; participants from 19 countries across the world are following the first online version of the course.

Strengthening social protection systems involves building institutions, which is a longer-term process. It is too early to assess TRANSFORM's contribution to building better performing social protection systems in Africa. However, TRANSFORM is certainly the correct first step on this journey. Trainings that present ready-made solutions in the form of good practices run the risk of recommending predetermined approaches that are not suited to local circumstances.

The TRANSFORM initiative has also been instrumental internationally in improving coordination and consistency in social protection approaches across UN agencies, as the package is being integrated with ILO, UNICEF, UNDP, IPC-IG, Irish Aid and EU-SPS capacity development programmes. Establishing institutional partnerships and aligning the learning package with existing social protection capacity development initiatives in the region is critical to ensure sustainability and impact. Institutionalization and delivery strategies take a three-pronged approach, involving the national, regional and global levels.

TRANSFORM's structure and methodologies could be replicated in any region and for any of the issues included in the 2030 Agenda for Sustainable Development. The content regarding leadership and transformation can be easily transferred, while substantive content would need to be developed on a case-by-case basis, respecting the principles of:

- Building on local and practical knowledge;
- Minimizing the "lecture" approach that transmits pre-fabricated knowledge and, rather, maximizing experiential learning through demonstration, practical exercises, problem-solving approaches and discussion;
- Institutionalizing knowledge-sharing and developing/ updating materials; and,
- Increasing South-South cooperation.

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**Project name:** TRANSFORM - Leadership and Transformation: Curriculum on Building and Managing Social Protection Floors in Africa

**Countries/Regions:** Africa regional, Ethiopia, Kenya, Malawi, Mozambique, Tanzania, Zambia

**Nominated by:** ILO

**Sustainable Development Goal target(s):** 1.3, 3.8, 5.4, 8.5, 10.4

**Supported by:** African Union, UNICEF, UNDP, ILO, IPC-IG, EU-SPS, Irish Aid, Southern Africa Social Protection Experts Network-SASPEN

**Implementing entities:** ILO, UNICEF, IPC-IG, UNDP

**Project status:** Ongoing

**Project period:** 2015-2020

**URL of the practice:** <http://socialprotection.org/institutions/transform>

# Asia Youth Volunteer Exchange Programme in the United Republic of Tanzania and Zambia

The exchange of volunteers for capacity-building to promote poverty eradication through agricultural innovation and economic growth

## Challenge

East and Southern Africa are vulnerable to climate change, food insecurity and water scarcity. These issues have been exacerbated further by rapid population growth, urbanization and overgrazing. Over 36 million people face hunger across East and Southern Africa largely due to drought and high temperatures.

Zambia is a drought-prone country that is experiencing the effects of environmental issues on food security. Sustainable agricultural practices are a priority for attaining sustainable development. Promoting effective agricultural practices and strengthening national capacities are key to achieving SDG 2 (End hunger, achieve food security and improved nutrition) and SDG 1 and SDG 12 (sustainable production patterns). The United Republic of Tanzania is also seeking to enhance its economic growth, employment levels and poverty reduction with a focus on promoting small- and medium-sized enterprises (SMEs) and on fully harvesting its tourism potential. Strengthening the capabilities of SMEs and of the Tanzania Chamber of Commerce and Tourism Confederation of Tanzania are critical to attaining SDG 8 (Decent work and economic growth) and SDG 1.

## Towards a Solution

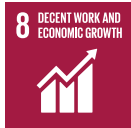
The Asia Youth Volunteer Exchange Programme (AYVEP) aimed to provide a mechanism for the exchange of knowledge, skills and capacity-building among countries of the global South, particularly African and Asian countries, in the fields of sustainable agriculture and private sector development. By design, the programme was founded on the development impact of South-South cooperation volunteers as they shared skills, knowledge and best practices among developing nations. In total, 33 UN Volunteers from Tanzania and Zambia, and seven Asian countries (Afghanistan, Bangladesh, India, the Republic of Korea, Nepal, Pakistan, and the Philippines) have exchanged know-how on sustainable farming in Asian key competencies, such as rice production, and on the development of SMEs.

In Zambia, the programme aimed at promoting innovative agricultural practices at the community level and building capacity for the use, adoption and sustainability of these practices through community volunteerism. In the long term, the use of more sustainable, efficient and resilient agricultural practices aims to contribute to an increased food security in the country, agricultural productivity and impact favourably on the income of communal farmers.

In the United Republic of Tanzania, the programme aimed at enhancing and supporting the growth of SMEs. Volunteers from Asia disseminated knowledge and trained business people and the chamber of commerce in areas such as business proposal writing, management for productivity and marketing, including e-commerce, and networking. Revitalizing the Hotel Association of Tanzania to promote the country's tourism industry was another critical cornerstone of interventions in the United Republic of Tanzania.

In Zambia, the Asian volunteers, working with Zambian volunteers, have introduced smallholder fertilizer production by using vermiculture, new methods of rice harvesting, biogas technology, crop diversification, water harvesting for irrigation and livestock, container

1 NO POVERTY



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vegetable production (CVP) using recyclable material and crop/animal integration practices. **In total, 400 farmers adopted conservation agriculture practices, modern agriculture techniques and sustainable practices and 300 farmers gained knowledge in how to produce organic fertilizer with vermiculture and are now using the technique to improve on their farm yields. They also trained other interested farming communities; 100 farmers were trained in grafting, air layering/marcotting and budding techniques.** By the end of the project, trained farmers were able to produce their own seeds, establish nurseries and sell seedlings to other farmers in the area. District agricultural officers were supported in the development of manuals and guides on rice production and asexual plant propagation techniques, which were distributed to the farmers and will help to conserve the knowledge for the future.

Through the programme component in the United Republic of Tanzania, Asian and national UN Volunteers have provided specialized support to the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA), which has a membership of over 16,000 people across various business sectors. Business people in 21 regions of the country, including the island of Zanzibar, developed their capacities in marketing for SMEs, such as how to conduct market research and improve the use of information technologies. The programme has further contributed to strengthening the capacity of business associations, such as chambers of commerce and management development institutes (MDIs), to meet members' demands for advisory services. For instance, an SME helpline was established and enabled the Chamber to respond to various queries and provide better services to its members. A TCCIA Online Business Directory (E-Directory) and Networking Portal was established to

support SMEs to increase their visibility, with more than 300 businesses listed in the first edition. Furthermore, a Tanzania Exporters Directory and Exporters Database was created, which lists more than 400 Tanzanian exporters and increased their access to international markets. In total, five information and communication technology (ICT) innovations were introduced with the technical support of the volunteers, including a non-tariff barriers SMS and online reporting system and electronic issuance of certificate of origin. Altogether, the new services and platforms enhanced dynamic business development support for Tanzania's business community.

Key to the success and sustainability of the AYVEP in Tanzania and Zambia was the involvement of both international UN Volunteers from Asia and national volunteers from Zambia and the United Republic of Tanzania. The volunteers worked together to transfer skills and disseminate knowledge and best practices from Asia to Africa. The Asian volunteers brought innovative and proven, successful practices while volunteers from Africa contributed their understanding of local context, cultural perspectives and immediate connection with the local communities. This led to a cross-fertilization of ideas and also benefitted the Asian volunteers, their home countries and local communities. Volunteer action fostered the element of South-South cooperation through substantive, hands-on and transboundary contributions.

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**Project name:** Asia Youth Volunteer Exchange Programme in Tanzania and Zambia (AYVEP)

**Countries/Regions:** the United Republic of Tanzania, Zambia

**Nominated by:** UNV Regional Office for East and Southern Africa

**Sustainable Development Goal target(s):** 1.1, 1.5, 2.1, 2.3, 2.4, 8.2, 12.2, 12.a, 12.b

**Supported by:** Government of Japan (through Japan Trust Fund)

**Implementing entities:** United Nations Volunteers (UNV), Ministry of Agriculture (MoA), Zambia, Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA), Tourism Confederation of Tanzania (TCT) and the Zanzibar Chamber of Commerce, Industry and Agriculture (ZNCCIA)

**Project status:** Closed

**Project period:** 2006-2016

**URL of the practice:** N/A





# Fish Culture Development for Africa

## Increasing fish yield and income from aquaculture farming

### Challenge

Fish and other fishery products are preferred food items in Africa because they are rich in protein and micronutrients. Fish is reasonably priced (less expensive than substitute food items such as meat) and constitutes an integral part of traditional diets. However, due to the combined effects of rapid population growth and a dwindling capture fish production, per capita supply of fish has decreased in Africa. Many countries import a significant amount of fish annually. This contributes further to the food deficit and raises the market price of fish. Since it is not possible to increase fish catch from the natural environment, African governments have increased their focus on aquaculture to fill the gap between demand and supply of fish for national food security.

### Towards a Solution

Aquaculture can mitigate the shortage of fish supply in the African region, which is directly related to SDG 2 (Zero Hunger). It can also prevent overfishing by providing an alternative option in the fishing sector, which contributes to the achievement of SDG 14 (Life Below Water,) making the use of marine resources more sustainable.

Egypt's aquaculture sector has experienced rapid development in the past 20 years. It now ranks 9th in fish farming production globally and first among African countries. Thanks to Egyptian expertise, knowledge exchange from Egypt to neighbouring countries has helped to enhance the latter's capacities, allowing them to be applied to achieve adequate development and management of the aquaculture sector in their own countries.

The training programme, Third Country Training Program (TCTP) on Fish Culture Development, was organized by the Japan International Cooperation Agency (JICA), in collaboration with Egyptian International Centre for Agriculture (EICA). It facilitated capacity-building among extension workers through practical training and knowledge on climate conditions, farmed fish species and farming technologies in practice. This programme provides a platform for African trainees to benefit from the training course and to exchange opinions and practices for applying the course contents in their home countries.

It was supported by JICA and the Government of Egypt through the Egyptian Agency of Partnership for Development (EAPD), based on the Japan-Egypt Triangular Technical Cooperation Programme agreement for the promotion of South-South cooperation in Africa.

In Egypt, three months of training have been conducted annually since 2004. **The group training course was delivered in Egypt with practical exercises in the field for 191 participants from 21 African countries: Benin, Burundi, Cameroon, Comoro, the Congo, Eritrea, Ethiopia, Gabon, Ghana, Kenya, Madagascar, Malawi, Mauritius, Namibia, Rwanda, South Sudan, Sudan, the United Republic of Tanzania, Togo, Uganda and Zambia.**

Almost one third of the course (i.e. one month) is spent in the classroom on theoretical lectures, group discussions and workshops in modules. Each module starts with conceptual lectures addressing specific topics in the field. The remaining portion of the course provides two months of practical training in which participants visit laboratories for demonstrations



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and participate in field visits and study tours. Participants obtain hands-on experience by managing their assigned ponds to conduct experiments on male/female ratio, population intensity and the concentration of different nutrients.

As a result of the training, graduates of this programme are prepared to help to increase fish yields and income from aquaculture farming in their home countries. For example, Malawian farmers who received instruction from a graduate of the programme (an extension worker) increased tilapia and catfish productivity from 1-2 ton/ha to 5.5 ton/ha and 8.0 tons/ha, respectively. In 2016, the Ugandan participant increased the number of ponds from 50 to 110 (60 new ponds) under his responsibility. In Malawi, the former participant became the head of a task force to establish an aquaculture facility. Former participants and lecturers are linked through a WhatsApp group so that they can discuss

difficulties and share necessary information as they implement the techniques. This group is transboundary, with participants contributing to the dissemination of knowledge in their country.

To ensure the sustainability of this initiative, selected participants in the country should hold a position that allows them to disseminate knowledge, such as extension officer or instructor at a relevant institution. In some cases, graduates participate in the selection of new candidates because this can help to strengthen the relationship between former and new participants, allowing them to become leaders in their countries.

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**Project name:** Third Country Training Programme (TCTP) on Fish Culture development

**Countries/Regions:** Benin, Burundi, Cameroon, Comoro, the Congo, Eritrea, Ethiopia, Gabon, Ghana, Kenya, Madagascar, Malawi, Mauritius, Namibia, Rwanda, South Sudan, Sudan, the United Republic of Tanzania, Togo, Uganda, Zambia

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

**Sustainable Development Goal target(s):** 2.1, 2.2, 2.3, 2.4, 14.2, 14.7

**Supported by:** Technical support by Training Institute: Egyptian International Centre for Agriculture (EICA)

**Implementing entities:** JICA and the Government of Egypt through Egyptian Agency of Partnership for Development (EAPD)

**Project status:** Ongoing

**Project period:** 2004–2019

**URL of the practice:** [goo.gl/JFxBAL](https://goo.gl/JFxBAL)



# Mesoamerica Hunger Free Programme

## More effective institutional frameworks to improve family farming, food and nutritional security

### Challenge

According to the State of Food Security and Nutrition in the World 2017, the United Nations' most recent report on this subject, the number of people suffering from hunger in Latin America and the Caribbean increased by 2.4 million from 2015 to 2016, reaching 42.5 million. While undernutrition (a proxy of hunger) rose from 5 per cent in 2015 to 5.6 per cent in 2016 in South America, the figures for Mesoamerica (Central America and Mexico) fell slightly, from 6.7 per cent to 6.5 per cent for those years.

Unless actions are taken to fight these conditions, Latin America and the Caribbean will not attain their goal of ending hunger and malnutrition by 2030, as set out in the SDGs. This therefore requires intensified efforts and further relevant actions. Mesoamerica Hunger Free was launched as an initiative to support the promotion, formulation and implementation of cooperation projects that strengthen local, national and regional institutional frameworks and policies on food and nutritional security and family farming in Mesoamerica.

### Towards a Solution

Mesoamerica Hunger Free is a South-South and triangular cooperation programme that started in 2015 as the result of a collaboration agreement between the Food and Agriculture Organization of the United Nations (FAO) and the Mexican Agency for International Development Cooperation (AMEXCID) under the former administration of Mexican President, Enrique Peña Nieto. Mexico committed to fund the programme's activities in the amount of USD 15 million over a five-year period.

This initiative serves to achieve SDG 1 (End poverty), SDG 2 (Zero hunger), and SDG 6 (Clean water and sanitation) of the 2030 Agenda for Sustainable Development in nine Mesoamerican countries (Belize, Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, and Panama) by providing support to strengthen policies and institutional frameworks to improve food and nutritional security and family farming practices in the region.

The programme envisages actions at the national and local levels, as well as within Mesoamerica (among two or more countries). Moreover, Mesoamerica Hunger Free facilitates ad hoc South-South exchange activities between Mexican institutions and entities from the other Mesoamerican countries. The purpose is to share experiences and cooperate in strengthening relevant capacities through mechanisms such as technical missions, training sessions and forums for dialogue.

Mesoamerica Hunger Free has national management committees in each country. They identify priorities in agreement with Mexican representatives, FAO, national and local authorities, and community representatives. In addition, every six months, AMEXCID and



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FAO hold a joint commission to provide strategic follow-up to programme implementation.

The following achievements stand out among the main achievements of Mesoamerica Hunger Free:

- Technical advice was provided to define, characterize and register family farmers (Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, and Panama);
- Sustainable seed systems oriented to family farming in Nicaragua were promoted;
- The world's first model law on small-scale fisheries and the model law on family farming, both approved by the Latin American Parliament (Parlatino), were developed;
- Fruit and vegetable production in protected environments were supported in Costa Rica and the Dominican Republic;
- Indigenous handicrafts in Guatemala were designed and marketed;
- Rainwater harvesting systems were set up for human consumption in Colombia, Costa Rica, the Dominican Republic, El Salvador, Honduras, and Panama;
- School feeding programmes and pedagogical gardens were promoted in Belize;
- Knowledge networks were set up in the region to strengthen the capacities of relevant groups, including parliamentary advisers, journalists and experts in rainwater harvesting systems, among others;

- Municipal extension programmes for family farming in El Salvador and Honduras were implemented; and,
- The capacities of national and local institutions and organizations were built to provide technical assistance in the countries where the programme operates.

**These results have been possible due to a high level of local ownership and, mainly, to the involvement of national authorities and communities in the annual identification of challenges and priorities to strengthen food and nutritional security and family farming in each of the countries where Mesoamerica Hunger Free works.**

Given the success of Mesoamerica Hunger Free, Mexican authorities and FAO have already envisioned a second phase for the programme.

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**Project name:** Mesoamerica Hunger Free

**Countries/Regions:** Belize, Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, Panama

**Nominated by:** the Mexican Agency of International Cooperation for Development (AMEXCID)

**Sustainable Development Goal target(s):** 1.1, 2.1, 6.a

**Supported by:** AMEXCID, FAO

**Implementing entities:** AMEXCID, FAO

**Project status:** Ongoing

**Project period:** 2015-2019

**URL of the practice:** [goo.gl/k3uo2o](http://goo.gl/k3uo2o) (in Spanish); [goo.gl/S1cDsG](http://goo.gl/S1cDsG) (in Spanish)



# Mexico's Maize Nixtamalization Project in Kenya

## Diversifying maize products to improve health and nutrition

### Challenge

Maize is a basic food product in Kenya. Its per capita consumption is high (103 kg/year) and it constitutes 31 per cent of Kenyans' caloric intake. In Kenya, maize is used in only 10 food products, as opposed to Mexico, where it is used in more than 600. Its few uses in Kenya restrict both per capita consumption and demand for farmers' production, while limited processing restricts the maize value chain and inhibits opportunities for industrialization in Kenya. Moreover, the devastating consequences of aflatoxin contamination are well-known in the agricultural sector and are also visible in the health and nutrition status of the affected population.

### Towards a Solution

Mexico, as the cradle of corn, has vast experience in the use of maize and has developed diverse food products that use corn, principally derived from a process known as nixtamalization that involves cooking the grain in a lime solution and soaking it for a few hours to ensure the removal of any remaining organic components and excess alkali. This was seen as a solution to address Kenya's challenge.

The process offers numerous nutritional benefits, such as:

- reducing the risk of pellagra by increasing niacin (Vitamin B3);
- increasing calcium ingestion because the maize grains absorb it from the lime during the boiling process;
- increasing fibre intake due to high content of resistant starch in food products; and,
- reducing mycotoxins in maize.

The nixtamalization process offers important nutritional and health benefits, especially in places such as Kenya, where maize is a staple food and where there is high risk of aflatoxin contamination.

After a steering committee was created in 2014, a Mexican delegation visited Kenya in 2016 to provide training on maize storage and the nixtamalization process. The Mexican Agency of International Cooperation for Development (AMEXCID) provided two mills. One was installed at the Kenyan Agricultural and Livestock Research Organization (KALRO) laboratory, where Kenyan scientists carry out nixtamalization, lime quality testing and milling exercises to produce corn flour to prepare ugali (a traditional cornmeal porridge). AMEXCID is in the process of delivering a second mill, with support to be provided by visiting Mexican experts, who will conduct workshops and provide additional training in nixtamalization.

The workshops have promoted the training of authorities from the Agriculture and Irrigation Department, KALRO, the Ministries of Foreign Affairs and International Trade, representatives from the International Maize and Wheat Improvement Centre, and representatives from other government agencies and academic and research institutions.



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The project's success and the effectiveness of its results attracted interest from institutions and universities in other countries. As a result, introductory nixtamalization workshops have been held in Ghana and South Africa.

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**Project name:** Maize Nixtamalization Project in Kenya

**Countries/Regions:** Kenya, Mexico

**Nominated by:** Mexican Agency of International Cooperation for Development (AMEXCID)

**Sustainable Development Goal target(s):** 2.1, 2.2

**Supported by:** National Institute of Forest Agricultural and Cattle Researches (INIFAP), International Maize and Wheat Improvement Centre; Managerial Council of the Mexican Industry of the Maize and its Derivatives A.C., Agriculture Ministry of Kenya, Jomo Kenyatta University of Agriculture and Technology and the Kenyan Agricultural and Livestock Research Organization (KALRO).

**Implementing entities:** AMEXCID, FAO

**Project status:** Ongoing

**Project period:** 2013–2018

**URL of the practice:** [www.gob.mx/amexcid](http://www.gob.mx/amexcid)

# City-to-City Cooperation Pilot Project: Cabo Verde, Cameroon and Senegal

Empowering local governments to make their cities and interconnected regions more food secure

## Challenge

What happens when urbanization outpaces a city's ability to cope? Rapid urbanization has brought about enormous challenges, including increased urban poverty, growing levels of food insecurity and malnutrition, especially for the most vulnerable communities. Rapid and uncontrolled urban sprawl is responsible for the reduction of arable land around cities, making urban and peri-urban production and access to fresh and nutritious food difficult for the most vulnerable. As a consequence, many households in urban areas spend a substantial part of their food basket on cheap, energy-dense or nutrient-poor food and face sanitation conditions that are less than ideal. These communities often suffer from the triple burden of malnutrition: undernutrition, micronutrient deficiency and overweight and obesity, which are responsible for socioeconomic losses due to diet-related non-communicable diseases.

## Towards a Solution

Through South-South cooperation, the City-to-City initiative seeks to empower local governments to make their cities and interconnected regions more food secure. It is built on the premise that Southern cities, which often face similar agro- and socioeconomic challenges, can relate readily to one another and that through collaboration and exchanges among peers, they can support each other in the transition towards more sustainable food systems. Given the sparse agricultural space in the cities targeted by the project, the City to City exchange on micro gardens enabled vulnerable groups to produce fresh food in small urban spaces such as roofs, yards, or vacant areas, addressing the specific challenge of producing fresher, more nutritious and diverse food in urban areas.

More specifically, in this pilot project, Dakar (Senegal) shared its experience in micro-gardening technologies with Douala (Cameroon) and Praia (Cabo Verde) relying on different and flexible South-South cooperation modalities such as fielding of experts, trainings, exposure visits to Dakar as well as the organization of a workshop in support of food policy and strategy development. The objectives of the City to City initiative were to: raise awareness on urban food policies; build the capacity among technicians of Douala and Praia on micro-gardening techniques; and support both cities in implementing micro-garden projects at the local level.

**The project allowed beneficiaries and especially vulnerable families, to learn and adapt micro-gardening technology to their context, obtaining alternative food supply solutions which contributed to their food security and nutrition as well as to diversify their sources of income by selling excess production.** The South-South cooperation initiative mainly included demonstrations at field level in Dakar, Douala and Praia, training of trainers and coaching support for the uptake of know-how such as the micro-gardening technique, which does not require expensive materials nor intense training and can be easily implemented and adapted to several environments.

2 ZERO HUNGER



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The process was participatory, as it was demand-driven, and involved some in-kind contributions from the cities targeted. To ensure a smooth implementation of the activities foreseen by the project as well as increase ownership at the local level, a Letter of Agreement (LOA) was signed in December 2016 between FAO Senegal and the city of Dakar, which acted as South-South cooperation provider.

The main results of the pilot project included:

- **Capacity development:** A training session on micro-gardens was held in Dakar. Participants included 10 technicians and representatives of the municipalities (five from Praia and five from Douala). The training included classes on horticultural theory, materials recovery, implementing a training and demonstration centre, micro-gardens techniques and practical sessions/demonstrations at training and demonstration centres in Grand Dakar and Patte d'Oie;
- **On-site technical assistance (two missions):** Senegalese horticulture experts traveled to Praia and Douala to provide ad-hoc technical support to the cities, based on their needs, and to showcase how micro-gardens can be used to improve food security and nutrition in vulnerable communities in urban areas and,
- **Awareness-raising:** An awareness-raising workshop on urban food policies and sustainable food systems was held in Dakar. The three targeted cities participated, along with representatives of Banjul, Niamey, and Ouagadougou, and other stakeholders involved in the City-to-City Cooperation initiative. The event allowed representatives of Dakar, Douala and Praia to learn from different West African cities, share their experiences and make recommendations.

In terms of sustainability and replicability, additional results included introducing food security and nutrition issues into existing twinning agreements between cities, raising awareness among local governments and strengthening the commitment to urban food issues, thereby triggering additional city-level activities. For instance, the municipality of Praia inaugurated a demonstration centre on micro-gardens, actively promoted this technique through social media reaching also other locations such as peripheral areas and sensitized families on growing food at home. In addition, as a follow-up to this initiative, the city government of Douala requested FAO's assistance in elaborating a food strategy. As a result, an LOA was signed with the Communauté Urbaine de Douala in December 2017 which included: i) developing a rapid assessment of food system; ii) implementing a multi-stakeholder platform; iii) promoting city-to-city exchanges with other cities. Lastly, this initiative made it possible for FAO to understand how to fine-tune South-South Cooperation among cities within the City-to-City mechanism in order to replicate collaboration at local level in other cities.

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**Project name:** City-to-City Cooperation Pilot Project : Cabo Verde, Cameroon and Senegal

**Countries/Regions:** Cabo Verde, Cameroon, Senegal

**Nominated by:** FAO

**Sustainable Development Goal target(s):** 2.1, 11.a, 12.2, 12.3, 12.a, 17.3, 17.6, 17.9

**Supported by:** FAO

**Implementing entities:** Cities with the support of FAO

**Project status:** Completed

**Project period:** January 2017-December 2017

**URL of the practice:** [goo.gl/Zg8Q7T](http://goo.gl/Zg8Q7T)



# Diversify Rural Women's Income and Enhance Trade Capacity in Central Asia

Rural crafts production and marketing: Using knowledge from Hungary and Kyrgyzstan to enhance the economic and social status of rural people in Kyrgyzstan and Uzbekistan

## Challenge

In Central Asia, the agriculture sector cannot absorb the rural population, forcing people to migrate in search of jobs and income. Although labor migration has reached unprecedented levels over the past decade, remittances do not always translate into direct rural investment and improved social livelihoods within rural communities. A growing body of evidence exists regarding the dual effect of labor migration on local development and rural families left behind. Diversifying income through improved rural crafts production and overcoming barriers to trade can be cost-effective in creating a significant and sustainable source of income for rural communities. However, challenges also exist, such as the need to improve the quality and competitiveness of local products and adapt them to modern needs. While some crafts from the region have evolved into profitable sectors over the last 20 years, producing items for sale locally, nationally and abroad, other areas still represent a source of untapped potential in terms of creating jobs and generating income. These can grow with just a small investment.

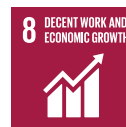
## Towards a Solution

The South-South cooperation initiative between Kyrgyzstan and Uzbekistan aims at enabling rural men and women to benefit equally from agri-food value chains by improving the skills of rural women to generate income and enhance the quality of rural products produced with the use of local agricultural raw materials in pilot areas of these two countries. The South-South cooperation initiative mainly included pilot training workshops tailored to the needs of rural women in remote villages of Kyrgyzstan and Uzbekistan. Rural crafts training was provided by self-made Kyrgyz women entrepreneurs, including well-known designers and a marketing specialist, to selected rural women in each country to improve their skills and promote sales in the local, regional and global markets.

By engaging locally available expertise and using the “training of trainers” (ToT) methodology, the South-South cooperation initiative helped to promote and preserve a great variety of traditional handicraft techniques and motifs. Traditional crafts in both countries are practiced primarily by an ageing population and are in danger of disappearing in the near future. During the initiative, ToT trainers were identified among older rural women who possess traditional craft skills. They were encouraged to transfer their skills and knowledge to the younger generation. ToT trainers were trained to improve product appeal and marketability by combining updated product designs, new colors and higher-quality production with their traditional craft techniques.

The South-South cooperation initiative promoted the use of locally produced raw materials for new craft products. All prototypes of crafts produced during the training workshops were based on the use of agricultural raw materials (including, for example, wool, silk and cotton) produced in Kyrgyzstan and Uzbekistan or in neighboring countries in the region.

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Such agricultural raw materials are readily available in local markets and are affordable for local artisans. In this way, the SSC initiative contributes directly to SDG 12 on responsible consumption and production, and in particular, SDG target 12.2 on the sustainable management and efficient use of natural resources.

While the first round of training workshops organized in 2017 mainly focused on enhancing the designs of rural crafts and producing competitive craft products, the second round held in 2018 was expanded to provide information on pricing, product promotion and marketing, including the use of ICT as a marketing tool. In particular, the marketing specialist from Kyrgyzstan showed how to take good photos of products by using a mobile phone and how to use social media (such as Facebook and Instagram) to promote their products. This has empowered rural women by strengthening their use of ICT and can help them achieve entrepreneurial success through agricultural innovation.

**Over 160 rural women acquired practical knowledge and skills necessary for rural crafts businesses through rural crafts training workshops organized under the South-South cooperation initiative in 2017-18.** Based on the knowledge and skills acquired, these women can now launch or pursue their profitable

business with more competitive crafts production. In addition, the trainers from Kyrgyzstan developed a training module throughout the workshops, called Rural Crafts Business Basics. The module has been successfully tested in the second round of training workshops in both Kyrgyzstan and Uzbekistan. It could be replicated easily and applied in other villages across the two countries, as well as in other Central Asian countries.

The South-South cooperation initiative was supported by the FAO and non-state stakeholders, in partnership with the Central Asian Crafts Support Association in Kyrgyzstan. In Uzbekistan, in February 2018, the South-South cooperation initiative was further expanded and replicated with the involvement of the Hungarian Folk Artists Associations, with additional support from UNOSSC.

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**Project name:** Diversify Rural Women's Income and Enhance Trade Capacity in Central Asia

**Countries/Regions:** Hungary, Kyrgyzstan, Uzbekistan

**Nominated by:** FAO

**Sustainable Development Goal target(s):** 1.4, 2.3, 4.4, 5.b, 8.2, 12.2

**Supported by:** FAO

**Implementing entities:** FAO

**Project status:** Completed

**Project period:** 2017-2018

**URL of the practice:** N/A

# Strengthening Agricultural Statistics and Food Security Information in CARD Countries through South-South Cooperation

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## Good practice of triangular cooperation between Africa, Japan, and South East Asia

### Challenge

Sub-Saharan Africa has the highest percentage of undernourished people in the world (approximately 20 percent). Therefore, food security is one of the most urgent regional challenges. Simultaneously, as the demand for rice increases sharply, so do the region's rice imports, which now total almost 40 percent of the world's total. Considering this situation, it is very important to mobilize international cooperation and work on policies in order to secure food security, particularly for rice. However, the region lacks reliable statistics, which is fundamental for this type of activity. Agricultural statistics in this region must therefore be improved.

### Towards a Solution

The project seeks to improve the capacity of members of the Coalition for African Rice Development (CARD) to obtain and provide, in a timely fashion, reliable statistics on rice-growing areas and/or yields, based on statistical methods and experiences from the Association of Southeast Asian Nations (ASEAN) and the Africa Rice Centre (AfricaRice) while also benefiting from FAO's South-South Cooperation Programme. Reliable rice production surveys support government planning and contributes to the international community's efforts to eliminate hunger.

This project is designed to utilize expertise from ASEAN and Africa gathered by the Government of Japan over past years. Japan has a long history of bilateral and multilateral cooperation in statistical development in ASEAN countries, especially by establishing the ASEAN Food Security Information System (AFSIS). **These activities have helped ASEAN Member States to develop agricultural statistics experts. Those resources may be used in African countries for technology transfer, especially for rice production surveys, as ASEAN Member States are the major rice-producing countries in the world and they are experienced in developing their own rice production survey methods.** In addition, a Japan-funded project was implemented to develop a rice production survey method suitable for Africa, in cooperation with AfricaRice. This experience can also be used to build capacity in target countries.

The project activities included three main components:

- Identify appropriate survey methods: Appropriate survey methods were identified among several being implemented in ASEAN countries that can be implemented in the selected CARD countries based on their technical needs, current data availability and quality, current statistical methods and need for additional improvements. To identify appropriate survey methods, a pre-test was conducted to compare several methods in Uganda. In line with this, standard manuals for the selected survey methods were prepared. These manuals are modified based on the needs and circumstances of each target country and are used for the training workshop and the pilot survey;



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- Hold training workshops: The capacities of central/ local institutions and enumerators in the eight target recipient countries were strengthened through the training workshop and presentations by ASEAN and AfricaRice experts who discussed their experiences and expertise in rice production surveys; and,
- Conduct pilot surveys: After the training workshop, the selected methods were applied and the pilot surveys were conducted in eight target countries in a limited geographical area. The objectives of the pilot survey were to improve survey skills in target countries and to provide results of the surveys collected using different methods. As of May 2018, the training workshop and pilot survey have been implemented in six countries (Benin, Côte d'Ivoire, Ethiopia, Ghana, Kenya and Madagascar).

The survey methods applied and the specific activities are decided based on discussions with focal points in each target country. This is to encourage voluntary participation and strong ownership. During pilot surveys, officials instruct enumerators in conducting surveys correctly and provide supervision. The enumerators carry out the field surveys based on the knowledge gained in the training. This enables them to design and conduct their own nationwide rice production surveys in the future.

The survey methods that the project adopts can be used in other African countries, assuming that: the project uses survey methods that take into account each country's rice cultivation and agricultural statistics system; and, the feasibility of the method chosen was emphasized, given the lack of human and financial resources in African countries.

The project held regional and national workshops so as to share results and discuss appropriate survey methods and to contribute to conducting a nationwide survey in target countries in the future with officials who are involved in the project and other related international organizations. These discussions enable participants to enhance their understanding of how to conduct their nationwide survey.

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**Project name:** Strengthening Agricultural Statistics and Food Security Information in CARD Countries through South-South Cooperation

**Countries/Regions:** Benin, Côte d'Ivoire, Ethiopia, Ghana, Kenya, Madagascar, Nigeria, Senegal, Uganda

**Nominated by:** FAO

**Sustainable Development Goal target(s):** 2.1, 2.2, 2.4

**Supported by:** AfricaRice, ASEAN, Government of Japan

**Implementing entities:** FAO

**Project status:** Ongoing

**Project period:** 2013-2019

**URL of the practice:** N/A

# Technical Assistance to Uganda's Agricultural Sector Strategic Plan through the South-South Cooperation Project

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Providing technical assistance and capacity development to promote horticulture, cereals, aquaculture, livestock and cross-cutting technologies, including trade and Investment

## Challenge

The largely subsistence agriculture sector in the Republic of Uganda is characterized by low production, productivity and profitability. Such a scenario adversely affects food and nutrition security and the livelihoods of over 70 per cent of its population. The Government of Uganda identified limited knowledge and skills and trade and investment as the main constraints to its agricultural development and food security.

## Towards a Solution

In view of this challenge, the Food and Agriculture Organization of the United Nations (FAO), the People's Republic of China, and the Republic of Uganda signed a two-year Tripartite Agreement for South-South Cooperation Phase II valued at almost USD 2.5 million to support small-scale farmers in the country in boosting their production, including through sustainable technologies through the FAO-China South-South Cooperation Programme in 2015. The project was in line with the FAO-Uganda Country Programming Framework (CPF) 2015-2019 and sought to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture (SDG 2). Upon the success of the FAO-China South-South Cooperation Project Phase I in Uganda, the new project scaled up the priorities in developing crop, horticultural, livestock and aquaculture production as well as introducing new technologies, including renewable energy, agro-machinery and improved water harvesting and irrigation methods.

In June 2017, in a letter addressed to the President of China, Xi Jinping, the President of Uganda, Yoweri Kaguta Museveni, wished "to recognize the significant cooperation between our two sister nations", and expressed "sincere gratitude" to FAO for its involvement and "excellent supervision" both at FAO Headquarters in Rome and in Uganda.

The methodology used to implement the project was based on a jointly developed plan to address Uganda's challenges and needs. Activities included deploying five Chinese experts and eleven Chinese technicians over the period January 2016-January 2018. This helped to improve the technologies used to produce rice, foxtail millet, maize, table grapes, cherry tomatoes, goats, pigs, sheep and to raise fish imported from China.

Agricultural cooperation industrial parks were developed in Luwero and Kalungu districts to allow the country to transform its agriculture from subsistence to commercial. Seven Chinese companies have also invested in Uganda with support and guidance from the project. Six sustainable business models, including the "company/cooperative plus farmers" model, were introduced to the country to explore ways to combine farmers' practices with Chinese technologies and develop business through value addition.

Under the project, seven operating technology hubs were created. In addition, 36 demonstration sites were established, including for horticulture, livestock, cereal, aquaculture rice/fish, small-scale fish feed processing, Chinese and local biogas units, sweet potato processing, and beef jerky (suitable for the Chinese market). An agro-machinery demonstration site was also developed for field preparation, including a renovator,



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mushroom substrate chopper, rice thresher and three solar insect traps. More than 3,000 farmers and 80 staff members benefited from training in horticulture, livestock, hybrid rice, foxtail millet, aquaculture production and biogas construction, provided locally in Uganda.

Key resource people from the national and local governments participated in a September 2016 study tour to China focusing on capacity-building. A second tour was held in May 2017, with a delegation of 20 high-level officials from Uganda's Ministry of Agriculture, Animal Industry and Fisheries. In addition, eight trainers were trained in China on planting techniques for paddy rice, hybrid rice seed production technology intensification, vegetable breeding and cultivation technologies, fruit tree planting techniques, new techniques in tropical agriculture, tilapia breeding, and high-yield farming.

In addition, a team of Chinese South-South cooperation experts and Ugandan counterparts was established to ensure that the transferred Chinese technologies are implemented sustainably. Agricultural technology hubs were built in priority production areas.

This was all undertaken through a cost-sharing approach, with funds provided by FAO, China and Uganda.

In line with SDG 2, the project helped to: **increase rice production from 2.5 tons to 10 tons per hectares; produce five tons of foxtail millet/hectare, compared with two tons of local finger millet; and significantly increased farmers' income up to USD 3,514/acre of rice-fish culture field, thereby improving their livelihoods.** Other achievements included increasing milk production from 2 litres/cow/day to 7 litres/cow/day; increasing the mushroom substrate stock by more than 100 per cent as the result of the substrate chopper technology increasing the spawn by over 40 per cent thanks to the oyster mushrooms strains introduced by the initiative. This increased annual mushroom production from 1.5 tons to 1.8 tons on one farm.

Consequently, agricultural cooperation between the two countries has been strengthened.

The project introduced innovations and improved the country's competitive advantage by:

- Introducing new, improved Chinese varieties of hybrid rice and foxtail millet, new apple orchard management practices, and mushrooms that led to increased production and productivity;
- Producing high-quality, low-cost fish feeds on-farm to reduce transport costs; and,
- Establishing the Uganda-China Agriculture Technology Industry Park to showcase the good practices to the local public.

The sustainability of the South-South cooperation good practice was strengthened through the integration project's interventions in the MAAIF's ongoing programs. Two significant Memoranda of Understanding were signed among the Governments of Uganda, China and FAO to continue and build on the cooperation. Participants from Tanzania and West African countries visited Uganda to benchmark the project's successes and local counterparts took ownership of what they learned from Chinese experts and continued to do so after the experts had left Uganda.

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**Project name:** Uganda-China-FAO SSC project Phase 2

**Countries/Regions:** China, Uganda

**Nominated by:** Ministry of Agriculture, Animal Industry and Fisheries of Uganda

**Sustainable Development Goal target(s):** 2.1, 2.3, 2.4, 2.A

**Supported by:** China, FAO

**Implementing entities:** Ministry of Agriculture, Animal Industry and Fisheries of Uganda.

**Project status:** Completed

**Project period:** 2016 –2018

**URL of the practice:** [goo.gl/aq36k6](http://goo.gl/aq36k6)



# Agriculture Cooperatives

## ROUTASIA - ASEAN learning route on agriculture cooperatives

### Challenge

Farmers' organizations (FOs) in Asia and the Pacific region are increasingly taking an active part in rural economic development, tackling the challenges of reducing rural poverty, improving food security, securing development opportunities for smallholders and developing agribusiness value chains. FOs seek primarily to represent the interests of a broad range of producers from various socioeconomic categories, providing a platform to their members to voice their views and expectations in the decision-making process and delivering a range of services in support of smallholder farmers. However, their influence and effectiveness of FOs in policy consultations is mostly at an early stage of development. Their institutions and operations must be strengthened to increase their effectiveness and recognition as a primary stakeholder in national, sub-regional and regional socioeconomic development.

### Towards a Solution

The Medium-Term Cooperation Programme with Farmers' Organizations in Asia and the Pacific Region, now in its Phase 2 (MTCP2), aims to strengthen the capacities of FOs in Asia and the Pacific to deliver improved and inclusive services to their members, engage in effective policy dialogue and actively participate in the implementation of development and investment programmes related to agriculture and rural development. The programme is articulated around four components:

- Strengthening FOs and their networks by improving the organizational competencies required to form an effective platform for policy dialogue and representation;
- Supporting participation of FOs in policy processes by promoting the creation of an enabling environment that will allow farmers and their organizations to realize their full potential to influence local and national agriculture-related policies;
- Supporting FO services and involvement in agricultural development programmes by ensuring that FOs deliver effective services to their members (training, production and value chain) and participate in existing agriculture projects; and
- Improving programme management and coordination by building in operational management and establishing a liaison unit in a regional FO to ensure overall coordination at the regional level.

**MTCP2 has helped bridge the gaps in the assessment and provision of farmers' technical capacities through technical learning exchanges between countries.**

Concrete outputs occurred mainly in the Pacific, including a technical exchange session between Fiji and Tonga in April 2015, which included a series of trainings on papaya production; an exchange visit from the Fiji and Solomon Islands National Implementing Agencies (NIAs) to the Vanuatu NIA, focused on learning from organizational management practices in Vanuatu FOs; and a "soil forum", organized in September 2015, to gather as much information as possible about sustainable soil practices for the FO members.



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At the policy level, in Southeast Asia, the ASEAN Foundation is helping to link MTCP2 with various ASEAN committees and processes related to rural development (i.e. ASEAN Ministers for Agriculture and Forestry; AMAF). In this context, the ASEAN Learning Route<sup>1</sup> on Agricultural Cooperatives (ALRAC) was co-organized in March 2016 in Thailand and the Philippines. Its objective was to strengthen the role of small farmers and agricultural cooperatives in addressing challenges and opportunities of the ASEAN Economic Community (AEC).

One of the key strategic action areas related to the food, agriculture and forestry element of the ASEAN Economic Community Blueprint 2025 is to promote ASEAN agricultural cooperatives as a means to enhance market access. The agricultural commodity marketing system in ASEAN countries faces several challenges, especially for agricultural cooperatives. ALRAC provided an opportunity to learn, directly in the field, some of the best practices on: good management of agricultural cooperatives; development of cross-country market strategies and agreements involving public and private sectors; and public policies, national legal frameworks, programmes and mechanisms to support agricultural cooperatives within the framework of the AEC. Building on these best practices, the country-to-country sharing supported the design of innovation plans (IPs)<sup>2</sup> for each participating country, which contribute to enhancing cooperative management and results of ongoing activities, complementing the current efforts made by the institutions and organizations to improve rural livelihoods.

Since 2006, through its grants programme, the International Fund for Agricultural Development (IFAD) has implemented over 100 Learning Routes (LRs) in 25 countries in Latin America, Africa, and Asia and the Pacific. In Asia, the Fund has played a critical role as a South-South and triangular cooperation broker, through its ROUTASIA grant instrument, facilitating permanent dialogue among the IFAD country programme players, Procasur Focal Points (FPs) and other partners.

#### Key lessons:

- MTCP, through the Regional Implementing Agencies (AFA/LVC), has managed to mobilize various technical assistance providers to further expand Knowledge Management (KM) possibilities in the region;
- The LR methodology developed by ROUTASIA has proven to be relevant, effective and efficient for SSTC. The innovation plans (IPs) have been demonstrated as an appropriate vehicle for change in IFAD country programmes; and,
- The scaling up of the LR approach encompasses the training of regional and national partner organizations, leading to sustained and expanded partnerships beyond IFAD-funded projects.

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**Project name:** Agriculture Cooperatives (MTCP2 and ASEAN Learning Route)

**Countries/Regions:** Bangladesh, Cambodia, China, Fiji, India, Indonesia, Lao PDR, Myanmar, Nepal, Papua New Guinea, Philippines, Samoa, Solomon Islands, Sri Lanka, Tonga, Vanuatu, Viet Nam

**Nominated by:** International Fund for Agricultural Development (IFAD)

**Sustainable Development Goal target(s):** 1.1, 1.2, 1.4, 1.5, 1.a, 1.b, 2.1, 2.4, 2.a, 2.b, 2.c.

**Supported by:** IFAD, Swiss Agency for Development Cooperation (SDC), European Union (EU)

**Implementing entities:** Implementers at the regional, sub-regional and national level. Regional implementing agencies are: Asian Farmers' Association for Sustainable Rural Development (AFA), La Via Campesina (LVC), ASEAN Foundation and Procasur/ROUTASIA

**Project status:** Ongoing

**Project period:** October 2013 – September 2018

**URL of the practice:** <http://asiapacificfarmersforum.net/>; <http://asia.procasur.org/>

<sup>1</sup> The learning route methodology is promoted by Procasur worldwide. A learning route is a continuous process of in-the-field training that seeks to broaden and diversify the markets of rural technical services, placing special value on the best experiences and knowledge of institutions, associations, communities and rural families ([www.procasur.org](http://www.procasur.org)). It encompasses the involvement of local champions and knowledge champions, participatory KM tools, innovation plans and similar guided non-tangible investments in people providing knowledge services for change.

<sup>2</sup> An innovation plan (IP) constitutes one of the major tools of the Learning Routes. It is a structured action plan elaborated by and for Learning Route participants based on the knowledge transferred from farmers as peers during the LR. The IP aims to change technology and environmental choices, organizational performance, socioeconomic conditions and/or business approaches to rural development for poverty reduction.



# Mainstreaming Land Governance in the Comprehensive Africa Agricultural Development Programme

Enhancing food security and agricultural development by supporting the development and implementation of land policies in Africa

## Challenge

Challenges related to land governance continue to impede the attainment of the SDGs, especially those related to poverty and hunger (SDG 1, 2), gender equality and inclusive growth (SDG 5, 8), sustainable cities (SDG 11), and peace and security (SDG 16). The same challenges also hamper the attainment of the African Union (AU) Agenda 2063 goals, which are well aligned with the SDGs.

The first Agenda 2063 Ten-Year Implementation Plan calls on the Land Policy Initiative (LPI) (now the African Land Policy Centre (ALPC)) to promote the use of the Framework and Guidelines on Land Policy in Africa to secure land rights. Moreover, the Guiding Principles on Large Scale Land Based Investments in Africa call for improving land investments and ensuring that benefits accrue to smallholder producers. These two instruments were developed under the leadership of the LPI and endorsed at the AU Summit.

## Towards a Solution

The LPI developed a five-year strategy for implementation of the AU Declaration on Land, in accordance with the Framework and Guidelines (F&Gs). A key element of this strategy is mainstreaming land governance in national and regional agendas, including AU's Comprehensive Africa Agriculture Development Programme (CAADP) and National Agriculture and Food Security Investment Plans (NAFSIPs).

Prior to its work on mainstreaming land governance in CAADP NAFSIPs, ALPC conducted a study in 2012-2013, examining 30 NAFSIPs. Results showed that only a handful of the 30 countries had mainstreamed land governance issues into National Agricultural Investments Plans (NAIPs), although these plans are the main tools guiding implementation of CAADP and broader agricultural strategies at the country level. One key recommendation of the validation workshop, with the participation of Member States and other stakeholders, was that the LPI develop a proposal to mobilize resources and technical support for a multi-country pilot project.

IFAD has been a strong financial and technical supporter of the initiative from the outset. As a member of the LPI/ALPC Steering Committee, it is currently supporting ALPC with a grant for the project, "Mainstreaming Land Policy and Governance in the CAADP", expected to be closed in June 2018. The goal of the project is to support the development and implementation of land policies in Africa in accordance with the AU Declaration on Land and the Framework and Guidelines on Land Policy in Africa, with a view to enhancing food security and agricultural development. The goal is to mainstream land policy and governance in the NAFSIPs to increase agricultural investments and productivity, as well as to attain food security. The specific objectives of the project are to: (i) contribute to raising public awareness on the F&Gs and the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGTs), particularly among smallholders and the vulnerable groups; (ii) ensure that institutions and civil society organizations (CSOs) and other key partners can use the

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F&Gs and VGGTs to engage in policy dialogue platforms to improve the land tenure situation of smallholders and vulnerable groups; and, (iii) support and facilitate the implementation of land tenure assessment and action plans at the country level, which include concrete measures based on the F&Gs and the VGGTs.

The mainstreaming approach has been developed and tested in six pilot countries: Congo, Côte d'Ivoire, Madagascar, Malawi, Rwanda and the United Republic of Tanzania. The grant allowed for significant progress in the mainstreaming of land policy and governance issues in agricultural strategies and investment plans of the six countries. The participatory approach and the implementation methodology fostered this progress; task teams comprising representatives from ministries of agriculture and land, academia, farmers' organizations, faith-based organizations and CSOs championed and led the implementation of the project. The task teams worked with stakeholders to ensure that land governance and policy issues are mainstreamed in national agriculture investment plans. The task teams ensured coordination and collaboration among the various stakeholders in the development of the country's NAIPs. Some of the notable achievements of the project include:

- Knowledge generated: Four country assessment reports on mainstreaming land governance in agriculture were prepared for Madagascar, Malawi, Rwanda and Tanzania. The reports document the key land-related challenges in agriculture and identify promising practices and innovations in this regard. Based on the assessment report, the four countries have prepared draft strategies and business plans. During the reporting period, over 465 key decision-makers and stakeholders from the six pilot countries received knowledge products related to land governance and its linkages to agriculture;
- Awareness and consensus were reached on the need and modalities to mainstream land governance concerns in agricultural strategies and investment plans in the six pilot countries. During the missions

in August/September 2017 in all six pilot countries, as well as during the continental and national inception workshops, discussions were held with over 460 people, 32 per cent of whom were women. These stakeholders included ministers, permanent secretaries, parliamentarians and other senior policymakers as well as representatives from CSOs, researchers, farmers' organizations, faith-based organizations and the media; and

- Capacity was enhanced for mainstreaming land governance. Training needs were identified in four countries – Madagascar, Malawi, Rwanda and Tanzania – to facilitate the development and adaptation of training programmes to enhance human resource capacities among practitioners and stakeholders. Three training sessions were held with the participation of 68 key practitioners in the land sector including traditional leaders, legal professionals and investment officers.

**The project encouraged drawing from in-country and regional lessons learned on the linkages between land governance and agricultural productivity and on the potential entry points that can facilitate mainstreaming land policy and governance through the NAFSIPs.** The experience obtained through the project will support the ALPC in developing a guideline for future engagement at the country level. It will also contribute to documenting and sharing promising practices and innovative approaches addressing Africa-wide land governance challenges. Building on the experience and encouraging results of the pilot phase, ALPC and IFAD seek to replicate the approach of mainstreaming land governance in the agricultural investments plans and expand it to other countries in Africa.

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**Project name:** Mainstreaming Land Policy and Governance in the Comprehensive Africa Agricultural Development Programme (CAADP)

**Countries/Regions:** Congo, Côte d'Ivoire, Madagascar, Malawi, Rwanda and Tanzania

**Nominated by:** International Fund for Agricultural Development (IFAD)

**Sustainable Development Goal target(s):** 1.4, 2.3

**Supported by:** IFAD – Sustainable Production, Markets and Institutions Division (PMI)

**Implementing entities:** African Land Policy Centre (ALPC)

**Project status:** Closed

**Project period:** 2015-2018

**URL of the practice:** <https://www.uneca.org/alpc>



# Rural Solutions Portal

## Sharing knowledge for improved incomes, food security and nutrition

### Challenge

Rural smallholders in developing countries are increasingly interested in sharing and capturing information on available innovations, technologies, financing opportunities, marketing information and policies that are relevant to their context. Such innovations and solutions have the potential to support their livelihoods, increase agricultural production and productivity, improve their access to markets and financial resources, and enhance their capacity to engage in policy processes at the local and national levels. However, due to the paucity of centralized, systematic and user-friendly repositories, rural smallholders and small and medium-sized enterprises encounter significant difficulties in accessing and benefitting from such information.

### Towards a Solution

Given its practical experience in supporting smallholders in implementing projects for rural transformation, the International Fund for Agricultural Development (IFAD) has developed and launched a web-based information platform called the Rural Solutions Portal, aimed at responding to the challenges they face in accessing information. The Portal is developed and maintained by IFAD, which collects and disseminates innovations, success stories and case studies illustrating successful agriculture and rural development solutions implemented by IFAD and other development organizations, with a view to sharing them for improved incomes, food security and nutrition.

A rural development solution is an initiative that solves specific challenges in the rural environment, a tool that can be used and re-used to address common issues such as resource management, marginalization of rural communities, limited access to financing, erosion, pollution, financial stress and the effects of climate change. A rural solution can be a technology, such as a sustainable energy source, a financing scheme that gives rural people access to credit or savings, or a process that supports rural businesses, such as a training programme or a rural enterprise support centre.

By providing a space for solution sharing, IFAD and its partners aim to connect more people and ideas for the benefit of rural communities everywhere. **By making solutions available, rural communities, farmers and smallholders can access a variety of innovations and technologies that can support them in overcoming their daily challenges.** Once they access the documentation available on the solution(s), Portal users may ask to be connected to the relevant solutions providers to receive additional information and obtain support to replicate the solution in their own development context.

The Rural Solutions Portal, by showcasing innovations and solutions for agriculture and rural development and promoting knowledge-sharing and peer-to-peer learning, plays an important role in meeting several SDGs. By adopting and adapting innovations in their own development context, rural smallholders have an opportunity to: improve their food security



as well as their agricultural production and productivity; access innovative technologies to produce clean energy; or improve their access to clean, potable water. Solutions available in the Portal include financing schemes, which provide smallholders and rural small and medium-sized enterprises with improved access to finance, methodologies and policies to improve gender equality and women's empowerment, as well as opportunities for youth employment.

The Portal's main users are representatives from international organizations, civil society, national institutions, researchers, farmers' organizations and associations, development practitioners and smallholders and family farmers, as well as project staff working in development organizations. By bringing together such actors and facilitating their interaction, information sharing and exchanges, the Portal is a key tool to strengthen partnerships and cooperation.

Other similar portals and web platforms dedicated to development solutions have been launched in recent years by a variety of international organizations, including United Nations agencies and non-governmental organizations. In this regard, the Rural Solutions Portal will complement other existing portals, as it will be entirely dedicated to showcasing innovations and solutions for agriculture and rural development, with a view to furthering the SDGs.

The Portal will advance the Brasilia Declaration and Action Agenda, which is the main outcome document adopted during the International Conference on South-South and triangular cooperation, entitled Leveraging Innovations from the Global South to Support Rural Transformation, held in Brasilia, Brazil in November 2017, where participants jointly committed to work together on specific areas to promote SSTC as an instrument to help countries achieve the SDGs. In this regard, IFAD, in its unique role as a specialized UN agency and international financial institution dedicated to advancing rural transformation, committed to "act as an intermediary to facilitate South-South and triangular cooperation arrangements in the areas of agriculture, rural development and inclusive rural transformation, by promoting knowledge-based technical cooperation, peer-to-peer exchanges of knowledge, sharing of best practices, technology and know-how to improve agricultural productivity".

The Rural Solutions Portal was launched in May 2018 and showcases solutions from IFAD loan- and grant-funded projects. It is currently being expanded with solutions from other development partners, including international financial institutions, UN agencies, non-governmental organizations and others.

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**Project name:** Rural Solutions Portal

**Countries/Regions:** Global

**Nominated by:** IFAD – Global Engagement and Multilateral Relations Division

**Sustainable Development Goal target(s):** 2.1, 2.3, 2.5, 2.a, 17.3, 17.6, 17.7, 17.9

**Supported by:** IFAD

**Implementing entities:** IFAD

**Project status:** Ongoing

**Project period:** 2016 – present

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

# Advancing Public Health Policies to Address Overweight and Obesity in Chile and the Caribbean Community

## Leveraging experiences from Chilean labelling and marketing legislation to reduce obesity

### Challenge

Overweight and obesity have reached epidemic proportions among all age groups in the Caribbean and Chile, including children under five. This increases the risk of non-communicable diseases (NCD), mortality and morbidity, and imposes enormous financial strain on individuals, families, communities and societies at large. Addressing this epidemic requires effective laws and regulations that target the current obesogenic environment, as reflected in numerous global and regional mandates, including the Pan American Health Organization/World Health Organization (PAHO/WHO) Plan of Action for the Prevention of Obesity in Children and Adolescents, and the Caribbean Public Health Agency (CARPHA) six-point core policy package.

### Towards a Solution

The project, “Advancing public health policies to address overweight and obesity in Chile and the Caribbean Community”, was developed by the Caribbean Community (CARICOM) and the Government of Chile within PAHO’s Cooperation among Countries for Health Development (CCHD) framework, a new approach to PAHO’s delivery of technical cooperation intended to foster horizontal alliances and cooperation between countries. The project was endorsed by the Ministries of Health of the Caribbean during the 33rd meeting of the Council for Human and Social Development (COHSOD) in September 2017, conferring a strong mandate to achieve its objectives.

**This initiative aims to support the development and implementation of effective laws and regulations to address the current obesogenic environments in the Caribbean Community while helping to systematize, internationalize and consolidate Chile’s experience as State policy.** More specifically, the project focuses on Chile’s innovative front-of-package labelling (FOPL) legislation, which consists of nutritional warnings with a “high in” message to facilitate healthier choices by allowing consumers to quickly and easily identify pre-packaged foods high in sodium, saturated fats, sugar and/or total calories.

To that end, the project includes a combination of complementary sub-regional and country-specific activities for greater impact and reach. At the sub-regional level, efforts are focused on revising the current CARICOM standard for the labelling of pre-packaged foods to include mandatory nutritional labelling and FOPL and expanding research to support evidence-based policymaking. This sub-regional approach will benefit multiple countries and avoid duplication of efforts, optimizing the use of national resources that could be directed towards actual implementation. Country-specific work consists of direct technical assistance to Barbados, Jamaica and Suriname to operationalize a roadmap for a step-wise approach for developing and implementing FOPL legislation.

This work also involves providing seed funds to stimulate action and investment at the country level, as a strategy to sustain efforts. Additionally, the initiative contributes to the

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3 GOOD HEALTH AND WELL-BEING



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development of tools and resources to advance FOPL regionally, such as systematizing available evidence, taking a step-wise approach to developing and implementing FOPL, compiling frequent arguments and counter-arguments, defining research sufficient to support the development of FOPL legislation, both from a scientific and legal perspective, and creating a harmonized research protocol to produce such research. Deliverables from this work will contribute to the sustainability of the project, while benefitting other countries and subregions in the Americas.

To facilitate implementation of the lines of work outlined above, as well as systemic cross-country transfer and participation and coordination among partners, a CCHD project team was established to provide general oversight and direction. The CCHD project team's terms of reference and work plan were agreed during an initial site visit to Chile, which offered the opportunity to engage and establish partnerships between Chilean and Caribbean stakeholders. This approach has been critical to ensure buy-in and adequate coordination with related ongoing projects. Through these exchanges, stakeholders have learned from Chile's experience with the policy development process and implementation of front-of-package labelling regulations.

Additionally, the project includes an objective aimed at facilitating exchanges between the Ministry of Health of Chile and CARICOM to identify future collaboration in the area of strengthening nursing capacity to address NCDs. In this regard, the partnerships and lessons learned from this South-South collaboration are now being leveraged to address other areas of joint interest, with an upcoming visit of a Caribbean delegation to Santiago de Chile in 2018 to discuss a potential second phase of the CCHD project.

In terms of replicability, other regional integration mechanisms, such as the Council of Ministers of Health of Central America and the Dominican Republic (COMISCA) of the Central American Integration System (SICA), are using the sub-regional approach to advance the FOPL proposed under this project. Political commitment is a key factor in the success of the initiative, as is an understanding that measures must be tailored to the context in which they will be implemented.

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**Project name:** Advancing Public Health Policies to Address Overweight and Obesity in Chile and the Caribbean Community

**Countries/Regions:** Caribbean Community (CARICOM), Chile

**Nominated by:** PAHO/WHO

**Sustainable Development Goal target(s):** 2.2, 3.4

**Supported by:** PAHO/WHO

**Implementing entities:** PAHO, CARICOM Secretariat Health Desk, Caribbean Regional Organisation for Standards and Quality (CROSQ), CARICOM Office of Trade Negotiation (OTN), Caribbean Public Health Agency (CARPHA), Healthy Caribbean Coalition (HCC), University of the West Indies (UWI), Caribbean Law Institute Centre (CLIC), Ministry of Health of Chile, Ministry of Health of Jamaica, Ministry of Health of Suriname, and Ministry of Health of Barbados.

**Project status:** Ongoing

**Project period:** June 2017-October 2018

**URL of the practice:** [www.paho.org/cchd/](http://www.paho.org/cchd/); [goo.gl/MEH4As](http://goo.gl/MEH4As)



# Cuba and the Pacific: Fostering Organic Agriculture Across the Ocean

## Improving food production and overall environmental protection for communities

### Challenge

The countries of the Pacific face the effects of climate change, ecosystem degradation and biodiversity loss due to the unsustainable use of both land and marine resources. As a result of mismanaged agriculture, land degradation is rampant and food production is decreasing.

At the same time, the agricultural sector is under pressure to feed a larger population using the same amount of land and dependence on imported food is increasing. One solution for intensifying production is to introduce agrochemicals and fertilizers to farming. These methods have unfortunate side effects and the chemicals leach into the environment, affecting both ecosystems and human health.

### Towards a Solution

The Pacific Organic and Ethical Trade Community (POETCom) identified the promotion of organic agriculture as key to solving these issues. **Organic agriculture has the potential to make a significant and positive impact on the sustainable development of small island developing States, while strengthening ecosystem services and increasing resilience to climate change.** Its emphasis on resilience and crop diversity stimulates farmers to develop new crop and farming systems in response to climate change. Organic farming at the community level builds smallholder farmers' access to marketplaces and helps to safeguard traditional knowledge, diverse food cultures and food security

The Global Environment Facility Small Grants Programme (GEF SGP) Cuba has been promoting sustainable land management, including organic farming, and has developed an environmentally sustainable agriculture model that increases the resilience of agricultural systems to climate change. Over the last few years, GEF SGP Cuba implemented 14 projects that brought 5,527 hectares of land under improved management and benefitted 23 agricultural cooperatives. These results provided the basis for this exchange facilitated by GEF SGP Cuba, Fiji and the Solomon Islands.

In May 2015, participants from Cuba, El Salvador, Fiji, Guatemala and the Solomon Islands met in Havana, Cuba to learn from Cuban farmers about low cost and proven ecological farming practices that are easily adaptable and transferrable to the Pacific as solutions to the pressing issue of food security and the environmental concerns shared by many small island States. During the training, participants shared a fruitful dialogue on future South-South cooperation in the areas of organic farming, sustainability and resilience development in the fragile ecosystems of small island developing States. The exchange, facilitated by the GEF SGP and implemented by UNDP in Cuba, further allowed farmers and development practitioners to receive training from academic representatives and from the Ministry of Agriculture in Cuba.

To coordinate the exchange, POETCom, a network of organic producers across the Pacific Islands, selected the Zai Na Tina Organic Demonstration and Research Farm (ZNT) from the



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Solomon Islands and Tei Tei Taveuni (TTT) from Fiji. These farmers' organizations are community-based leaders in their respective countries. During the workshop, the participants visited five local cooperatives that have implemented organic and urban agriculture practices successfully. Benefitting from the on-the-ground expertise of local farmers, the main topics discussed included organic fertilizer production using crop residues and excreta from worm culture and composting; local seed production and conservation; plantlet production; agro-ecological pest and disease management; use of semi-protected and multiple cropping systems; and intercropping.

On returning to Taveuni, Fiji, TTT used the knowledge gained during the exchange, with the assistance of a Cuban technician, to experiment with local worms for vermiculture. The organization also started to explore different irrigation methods, including solar-powered water pumps, on two demonstration farms. As of 2017, TTT is working to establish 15 demonstration farms across Taveuni Island and streamlining the lessons they learned in this exchange on the farms' management practices. This includes companion planting, vermiculture, composting, seed saving, agroforestry and intercropping of fruit trees to ensure a stable yield and continuous income for the farmers. TTT is also exploring ways to incorporate agrotourism in their demonstration farms.

Similarly, in the Solomon Islands, ZNT implemented lessons learned by building well-planned, raised beds and box beds following the measurements they

observed in Cuba. This has been effective in preventing the soil erosion that regularly occurs during heavy rainfalls in the Solomon Islands and is a good climate change adaptation technique.

ZNT has also modified its farm management practices to include systematic composting, with due regard to both the quality and nutrient density of the compost. This has greatly improved the farmers' access to compost. Companion planting has also been implemented, and marigolds and sweet basil are now routinely planted in the beds as natural insect repellents. This is believed to have completely eradicated the presence of African snails on its farms. ZNT is also bio-prospecting for suitable, local earthworms to use for composting vermiculture, as import restrictions prevent the use of Cuban earthworms for this purpose. ZNT was likewise impressed with the agrotourism activities in Cuba and is now preparing its demonstration farm for educational tours. Furthermore, ZNT has signed a contract with the Solomon Islands Government to create a farm stay for eco-tourists and has been awarded government funding.

The exchange is expected to help to improve food production and overall environmental protection for the communities engaged, thereby contributing to the efforts of both countries.

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**Project name:** Cuba and the Pacific: Fostering Organic Agriculture Across the Ocean

**Countries/Regions:** Cuba and the Pacific

**Nominated by:** GEF Small Grants Programme (Implemented by UNDP)

**Sustainable Development Goal target(s):** 2.3, 2.4

**Supported by:** GEF Small Grants Programme

**Implementing entities:** GEF Small Grants Programme and Pacific Organic and Ethical Trade Community (POETCom)

**Project status:** Completed

**Project period:** 2015-2017

**URL of the practice:** [goo.gl/YuF3R5](http://goo.gl/YuF3R5)



# Establishing an Organic Certification System in the Caribbean

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Reducing the use of chemicals in fertilization and pest management in food production to improve the health of consumers

## Challenge

A growing organic movement exists in Barbados to reduce the use of agrochemicals, such as synthetic fertilizers, pesticides and growth hormones in food production. The movement is increasing public awareness of how industrial agriculture contributes to pollution of the groundwater supply and the marine environment.

In 2004, through the Barbados National Standards Institute (BNSI), Barbados adopted organic standards based on the Food and Agriculture Organization's CODEX Alimentarius guidelines for organic farming. However, no system to deliver this standard had been developed and there was no established methodology to inspect or certify these products as organic. The leading organic agricultural association in Barbados, the Organic Growers and Consumers Association (OGCA), had no tangible way to verify that growers' practices met the standard and merited recognition. The situation was compounded by the lack of a credible, sufficiently independent entity responsible for conducting inspections and awarding organic certification to existing organic growers and farmers who wanted to convert to organic agriculture.

## Towards a Solution

In 2014, OGCA received support from the Global Environment Facility's Small Grants Programme (GEF SGP) to develop and implement a national organic inspection and certification system. The project primarily targeted members of the association by building their capacity to facilitate the certification process and meet the requirements for organic certification. OGCA saw an opportunity for regional cooperation by learning from Jamaica's experience in organic farming, as it had already trained inspectors. OCGA wanted to build and maintain a Caribbean network to develop local and regional capacity towards a regional organic protocol.

The objective of the exchange between Barbados and Jamaica was to implement a national organic inspection and certification system in Barbados, based on the experience of the Jamaica Organic Association Movement (JOAM) in implementing their own certification scheme. As part of its support to OCGA, JOAM reached out to connect the Barbadian NGO with the International Organic Inspectors Association (IOIA). IOIA works to address issues and concerns relevant to organic inspectors, provides training, and promotes consistency and integrity in the organic certification process. That organization provided an internationally certified training programme to prospective organic inspectors in Barbados.

The exchange between the Jamaica Organic Association Movement and OCGA helped Barbados speed up its processes by learning from JOAM's years of experience in undertaking a certification process and meeting the international standard for certification requirements.

JOAM also put OCGA in touch with the Grenada Organic Agriculture Movement (GOAM), which extended the South-South collaboration to Grenada. GOAM members were able



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to participate in the training of future inspectors in Barbados, with support from GEF SGP.

As a result, with support from JOAM and the IOIA, OCGA facilitated the training of prospective organic inspectors, educated farmers on organic farming, and developed monitoring and reporting systems for the certification process. Fourteen candidates were identified as suitable for receiving inspector training - one woman from BNSI, a group of three men and one woman from GOAM, one chemist from Antigua, one Barbadian female trainer of youth in agriculture and horticulture, five organic farmers (including two women), one representative from the Barbados Ministry of Agriculture and one representative from the Inter-American Institute for Cooperation in Agriculture. OGCA and these trainees signed a MoU for future service arrangements.

An additional 22 organic farmers were trained in data collection and farm recordkeeping using available information technology and project management tools. As part of the project activity, the farmers were introduced to and taught how to use an app called Farmlogs to facilitate electronic record-keeping. A training video was developed, including modules on principles of organic farming, organic seedling production, the nature and properties of soil, soil fertility management, organic pest and disease management, water management, and organic farm certification. To establish legitimacy and commercialize the certified organic brand, as well as to encourage more growers to participate in organic farming, organic farm inspection reports were completed and submitted to BNSI. The benefits reported by farmers were improved farm management and recordkeeping. In several cases, farmers who did not keep records are now able to do so and in an electronic format.

**The project now enjoys full support from the Government of Barbados, with technical and financial resources to operationalize the certification process. The training of government officers in organic farm inspection further demonstrates the Government's commitment. OGCA now has a fully operational certification process in place to ensure genuine organic food production for consumers.**

One of the benefits of the exchange is that in the future OCGA can arrange for Barbadian inspectors to conduct inspections in Grenada and vice versa. In addition, the availability of certified organic inspectors in the eastern Caribbean will significantly reduce the cost of certification to farmers and generate income opportunities for the inspectors. Three Grenadians have been certified as organic inspectors under this project, which is expected to be replicated in Grenada in the coming years.

This organic certification process in Barbados contributes directly to SDG 12 by drastically reducing the use of chemicals in fertilizing and pest management in food production and improving consumers' health. Farmers who receive organic certification will also benefit from improved produce and income from the higher prices that organic products bring in the market.

Based on its role in establishing this certification process, OGCA was identified as a key stakeholder in helping to revise the National Physical Development Plan, Barbados' national sustainable development and growth framework. OGCA expects that as many as five farms will be inspected in the upcoming first inspection cycle and will receive provisional certification in 2017.

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**Project name:** Establishing an Organic Certification System in the Caribbean

**Countries/Regions:** Barbados, Grenada, Jamaica

**Nominated by:** GEF Small Grants Programme (Implemented by UNDP)

**Sustainable Development Goal target(s):** 2.3, 2.4

**Supported by:** GEF Small Grants Programme

**Implementing entities:** GEF Small Grants Programme and Organic Growers and Consumers Association

**Project status:** Completed

**Project period:** 2014-2017

**URL of the practice:** [goo.gl/mMiiCo](http://goo.gl/mMiiCo)

# Asian and Pacific Network for Testing of Agricultural Machinery

## The development of harmonized regional standards for testing agricultural machinery

### Challenge

Ensuring food and nutrition security continues to be one of the key challenges facing the Asia-Pacific region. Out of the one billion hungry people in the world, two-thirds live in this region. Much of the burden of addressing this challenge falls on the agriculture sector. Factors such as large-scale urban migration are leading to substantive changes in the rural workforce that drives agriculture, while the environmental degradation caused by traditional agriculture is imposing enormous challenges to the region's productive capacity. Sustainable agricultural mechanization has the potential to raise yields while limiting the environmental impact of agriculture. Nonetheless, farmers are reluctant to invest in unknown products and tend to buy only inexpensive machines that rely on outdated technology and invest in chemical inputs. While the production of agricultural machinery is concentrated only in a few countries, the lack of a regional agreement on trade of agricultural machinery results in lengthy procedures for imports and raises the price for end users.

The development of mutually recognized regional standards for testing of agricultural machinery, such as those under the Asian and Pacific Network for Testing of Agricultural Machinery (ANTAM) initiative, simplifies trade procedures and increases farmers' confidence in technology by enhancing the safety and quality of machinery traded and used.

### Towards a Solution

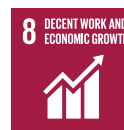
ANTAM develops harmonized regional standards for testing of agricultural machinery, mutually recognized among participating countries, to facilitate the trade and use of safe, efficient and environmentally sound agricultural machinery. ANTAM also supports the transformative approach promoted by the 2030 Agenda for Sustainable Development by integrating local needs with international standards and builds on stakeholder partnerships to find cross-sectoral solutions.

ANTAM works on two parallel tracks:

- The technical work, which focuses on drafting the standards, conducting international negotiations among participating countries, assisting member countries in developing testing facilities and training local engineers;
- The strategic work where Focal Points in each participating country work to rally institutional support, develop testing facilities and integrate the ANTAM standards into national laws and regulations.

In support of SDG 2, ANTAM leverages the Economic and Social Commission for Asia and the Pacific's (ESCAP) role as the primary regional forum for development cooperation in order to mobilize resources, upgrade rural infrastructure and promote technology development so as to enhance agricultural productivity in the region. The promotion of agricultural equipment that has been tested according to international standards on safety and efficiency supports the productive activities of farmers by enabling better returns on investment and increased yields generated by the use of quality inputs. Moreover, the emphasis given to addressing the environmental impact of the machines contributes to SDG 13 by promoting machines that have minimum acceptable standards. Moreover, in relation to SDG 8, ANTAM enables

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higher levels of productivity by promoting technological upgrades and innovation, and in line with SDG 12, supports developing countries' scientific and technological capacity to move toward more sustainable patterns of production and consumption.

The ANTAM standards (Codes) are written through a unique regional effort, which involves international technical negotiations and coordination across various players in the field of agricultural machinery. The writing of the Codes and the negotiation process are carried out by a pool of international experts nominated by ESCAP member countries (currently 15), in consultation with representatives from national governments, research and testing institutes, the private sector and manufacturers' representatives. During the negotiation process, best practices applied in the region are harmonized based on the specific agricultural conditions of participating countries.

By leveraging member countries' national knowledge on the testing of agricultural machinery, the initiative promotes improved coordination among mechanisms while disseminating environmentally sound technologies to developing countries. Moreover, by involving the agricultural machinery manufacturers throughout the ANTAM process, emphasis is placed on public-private partnerships to ensure that the private sector can design equipment able to pass the environmental, safety and efficiency tests promoted by ANTAM. The mutual recognition agreement among countries, currently under development, will enable a rule-based, open and multilateral trading arrangement to significantly increase the exports of agricultural machinery produced in developing countries. Moreover, in the future, as certified ANTAM testing stations, member countries will be able to generate revenue from carrying out testing and actively contribute to the sustainability of the initiative. Currently, some participating countries including least developed countries are considering integrating the ANTAM requirements into their national laws and regulations regarding agricultural machinery.

To date, **19 participating countries have developed and adopted, in principle, three ANTAM standards**

**concerning power tillers, powered knapsack misters-cum-dusters and paddy transplanters.** The methodologies in the standards have been applied for conducting tests on a voluntary basis in several ESCAP member countries, including China, India, Malaysia, Philippines, the Russian Federation, Sri Lanka and Turkey. ESCAP-Centre for Sustainable Agricultural Mechanization (CSAM) has intensively promoted capacity-building activities both for human resources and infrastructure development. To date, in China, Nepal, and the Philippines, over 60 testing engineers have been trained in the correct application of the standards and national capacity-building strategies to support the development of modern testing facilities that have been developed or that are in the process of development.

The ANTAM initiative has attracted significant interest and support from member countries. A cooperation project with the Government of Japan is underway, which supports the technical work of the Network and collaboration has also been established with some key international organizations involved in agricultural engineering and testing, including the Italian National Agency for Agricultural Mechanization/ European Network for Testing of Agricultural Machinery (ENAMA/ENTAM), the Organisation for Economic Co-operation and Development (OECD) and Food and Agriculture Organization of the United Nations (FAO), which is a member of ANTAM's advisory panel and assists in the development of the network.

Mutually recognized standards are a unique tool to support the international community's efforts in establishing minimum requirements on safety, efficiency and environmental impact. Standards that are developed through international negotiations can reduce technical and procedural barriers, and minimize the cost of trade for machinery.

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**Project name:** Asian and Pacific Network for Testing of Agricultural Machinery (ANTAM)

**Countries/Regions:** Armenia, Bangladesh, Cambodia, China, France, India, Indonesia, Japan, Malaysia, Nepal, Pakistan, the Philippines, Russian Federation, the Republic of Korea, Sri Lanka, Thailand, Turkey, Viet Nam

**Nominated by:** United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)

**Sustainable Development Goal target(s):** 1.1, 1.2, 1.5, 2.3; 2.4; 2.a, 8.2; 8.4, 12.4; 12.6; 12.a,13.2, 15.1, 17.6; 17.7; 17.9; 17.11; 17.16; 17.17

**Implementing entities:** ESCAP- Centre for Sustainable Agricultural Mechanization (CSAM)

**Project status:** Ongoing

**Project period:** 2013- Present

**URL of the practice:** [un-csam.org](http://un-csam.org), [antam.un-csam.org](http://antam.un-csam.org)



# Indian Technology for Food Security in Kenya

## Improving food security and increasing farmers' wealth through efficient and cost-effective farm operations

### Challenge

Agriculture is an important source of income for the majority of Kenyans. About 75 per cent of the population earns all or part of its livelihood from the sector, which accounts for 18 per cent of gross domestic product (GDP).<sup>1</sup> Only 20 per cent of the country's land is arable and maximum yields have not been reached in these areas. This means that considerable potential exists for productivity increases. Most farmers work without modern seeds and technology or adequate financial or extension services.

Additionally, the sector is the most vulnerable to the impacts of climate change and extreme weather events. Enhanced temperatures and change in precipitation regimes have led to reduced suitability of agro-based enterprises, reduced productivity of crops, livestock and fisheries due to temperature and water stresses, and rising production costs.

### Towards a Solution

To address this challenge, the United States Agency for International Development (USAID) partnered with India's Society for Research and Initiatives for Sustainable Technologies and Institutions (SRISTI) and the Jomo Kenyatta University of Agriculture and Technology (JKUAT) to promote food security in Kenya through the transfer of affordable, innovative Indian farm and food processing machinery. SRISTI has extensive experience in promoting grassroots innovations for inclusive and sustainable development. The innovations promoted by SRISTI in the agriculture sector are low-cost, affordable, flexible and easily adaptable.

The overall aim of the programme is to improve agricultural productivity and food security by fostering mechanization among smallholder farmers using Indian grassroots innovations and by promoting the use of machinery in agriculture to reduce power for increasing agricultural productivity and extend the shelf life and drive up the value addition of produce, which spoils easily after harvest.

**The project enhanced climate resilience in Kenya by improving local agricultural productivity and food security through replicating India's success in adopting grassroots innovations for farm mechanization.** Three types of low-cost mechanization and processing equipment were transferred to Kenya, including a motorcycle-driven ploughing machine (also termed "Bullet Santi"), a manual seed cum fertilizer dibbler and a multi-purpose food processing machine. SRISTI and JKUAT demonstrated and disseminated these technologies and initiated local manufacturing of some of the technologies to ensure long-term sustainability.

Knowledge-sharing and practical learning took place among SRISTI, JKUAT and local stakeholders in Kenya in three stages. First, JKUAT and Kenyan smallholder farmers provided SRISTI with insights on local circumstances, needs and constraints regarding agricultural activities and local coping strategies. Second, SRISTI and JKUAT demonstrated the proposed



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<sup>1</sup> <https://www.usaid.gov/kenya/agriculture-and-food-security>

farm machinery, facilitated trial uses and solicited feedback on user experiences from smallholder farmers in 12 counties (Bomet, Bungoma, Busia, Kakamega, Kisumu, Kitui, Machakos, Makeni, Migori, Nairobi, Siaya, and Vihiga). Third, SRISTI and JKUAT, in consultation with local stakeholders, particularly Numerical Machining Complex (NMC) Limited, made necessary modifications to the machine design to ensure that local requirements were met. Modified machines were then tested again by farmers in selected counties and training was provided on machine operation and maintenance.

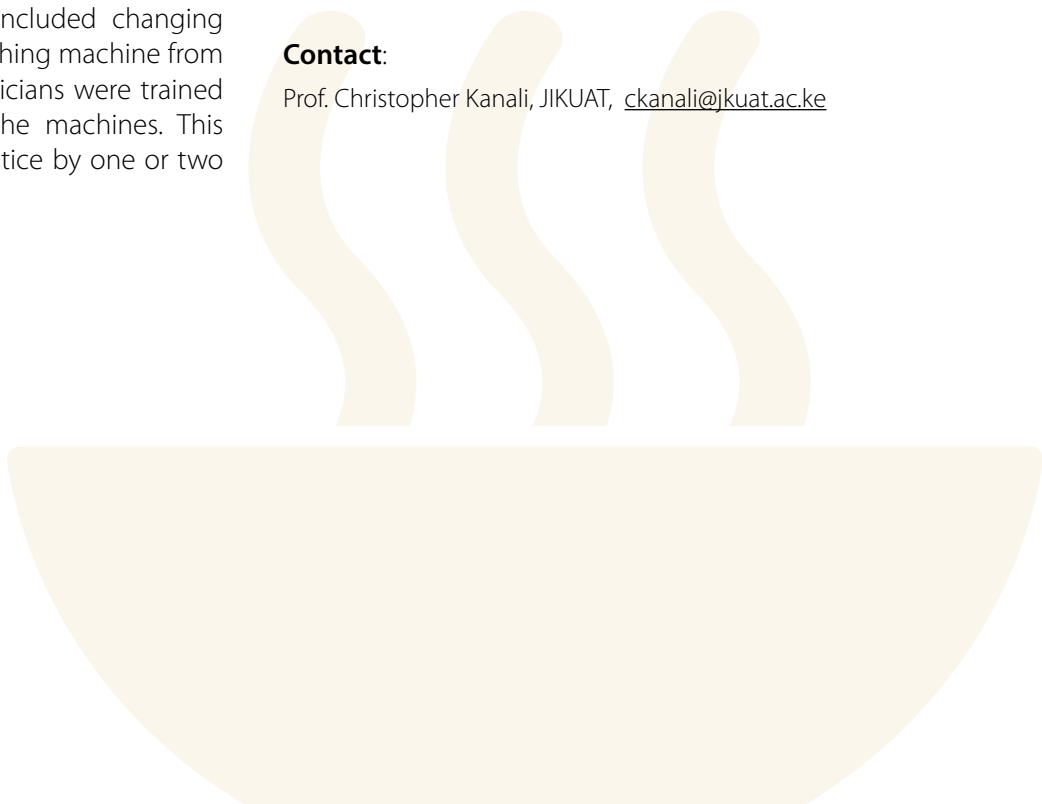
To improve the suitability of the motorcycle-driven ploughing machine and seed dibbler to local conditions in Kenya through improved design, JKUAT and SRISTI organized a two-week training in India for nine mechanics from various counties. In addition, lead farmers in all the counties where the technologies have been placed (Bungoma, Kakamega, Machakos, Makeni, and Migori) were trained on the functional operation of the machines. Improvements included changing the design of the motorcycle ploughing machine from three wheels to four. Kenyan technicians were trained in India to repair and maintain the machines. This training is now being put into practice by one or two technicians in each county.

JKUAT and SRISTI are now identifying local entrepreneurs to manufacture the machinery and provide maintenance services and are supporting them with the development of a bankable business plan. JKUAT is also engaging government schemes, rural banks and microventure finance institutions to facilitate credit and financial support for smallholder farmers to purchase the machinery.

JKUAT has worked with the Kenyan Ministry of Agriculture's Committee on Mechanization throughout the project. The Ministry is considering options to scale up the project at both county and national levels. In addition, standards for low-horsepower tractors (10-30 hp) have been developed by a team composed of JKUAT, NMC Limited and the Kenya Bureau of Standards to enable production of similar units locally. The project can be upscaled to neighbouring East African countries with similar terrain and climatic conditions, as in the 12 counties in which the technologies were tested.

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**Project name:** Transfer of Indian farm and food processing machinery to promote food security in Kenya

**Countries/Regions:** India, Kenya, United States of America

**Nominated by:** UNFCCC

**Sustainable Development Goal target(s):** 2.1,2.4

**Supported by:** USAID

**Implementing entities:** SRISTI, JKUAT, USAID

**Project status:** Completed

**Project period:** 2013-2015

**URL of the practice:** [goo.gl/Cj6q7s](http://goo.gl/Cj6q7s); [goo.gl/h5ADhF](http://goo.gl/h5ADhF)

# Cameroon: Strengthening the Livelihoods of Vulnerable People Living with HIV

## Intra African collaboration to strengthen resilience, food security and livelihoods for people living with HIV in Cameroon

### Challenge

There is high prevalence of HIV in Cameroon, where more than 4 per cent of the population live with HIV. About 620,000 people live with HIV (PLHIV), which includes 341,000 women, 240,000 men and 39,000 children. In addition, the annual new infections and deaths have continued to remain high in Cameroon, at 44,000 and 33,000, respectively.<sup>1</sup>

The most HIV-affected regions in Cameroon are the eastern region with a 6.3 per cent prevalence and Adamaoua region with 5.3 per cent HIV prevalence. They have been burdened by high rates of chronic malnutrition and food insecurity with an influx of refugees from the Central African Republic (CAR). A vulnerability survey on PLHIV in 2011 revealed that 14.1 per cent suffer from malnutrition and 49.1 per cent of the households are food-insecure.

### Towards a Solution

To address the above challenge, the World Food Programme (WFP) started a project in Cameroon that aimed to improve livelihoods and ensure food security in a sustainable manner among vulnerable households of PLHIV by improving their access to safe and nutritious foods. The Village Savings and Loans Associations (VSLA) model combined with theoretical and practical training on improved agricultural and livestock techniques have been used to build the livelihoods of vulnerable population living with HIV in Cameroon.

The Government of Ethiopia has been successful in implementing an Urban HIV Safety Net Programme together with the support of WFP. This Programme has had a considerable impact on the lives of PLHIV in Ethiopia. Based on this success story and with similar needs identified in Cameroon, a South-South exchange was organized to learn from Ethiopia's wealth of experience in implementing their Programme to allow Cameroon to understand, modify and adopt a similar approach.

This South-South exchange involved capacity building of government staff in Cameroon to construct their own adopted approach of the VSLA model and build the livelihoods of PLHIV.

This project built on improving the livelihoods in Cameroon of PLHIV using the following methodological components:

- A learning exchange visit between Cameroon and Ethiopia to understand the successful practice of Ethiopia's Urban HIV Safety Net Programme was followed by the adaptation for the resilience building programme in Cameroon.
- Vulnerability assessment of the PLHIV was conducted to understand the current situation of nutrition support and establishment of project eligibility criteria.
- Beneficiaries were divided into groups of 15–25 members to form a savings and loans association. They were expected to save a minimum amount every week and were also able to take loans with minimal interest rates.
- The beneficiaries were supported in identifying the activity they could engage in to strengthen their capacities in modern agricultural techniques, livelihood rearing, petty trade,

<sup>1</sup> Source: (UNAIDS, 2015)



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- food transformation and financial literacy skills.
5. In addition to this training, beneficiaries were provided with start-up kits for agricultural, livestock rearing, petty trade activities, and with grinding mills to generate income to boost their group savings.
  6. Weekly meetings of these groups were encouraged, which helped to provide a forum for continuous follow-up of treatment adherence, referral to adequate treatment, especially for Prevention of Mother to Child Transmission (PMTCT) and training on essential actions in nutrition, water and sanitation (WASH) practices.
  7. These groups were also linked to local microfinance institutions, which increases their access to financial services.

The design and implementation process of the VSLA was based on a participatory approach. It included consultations from various stakeholders such as PLHIV, Cameroon Government HIV treatment and care staff, local authorities, as well as other humanitarian and development organizations working in the same project area.

The Programme has made considerable progress to date and has achieved the following key outcomes:

- The 300 food-insecure PLHIV were organized into 13 groups using the VSLA model wherein each group was provided with revolving funds of around US\$1,000. Using the VSLA model, these groups have already contributed US\$1,250 in less than four months.
- 56 per cent of beneficiaries have been trained in petty trade and received start-up kits for petty business, and 75 per cent have started selling activities (e.g. fresh food, flour, staple foods).
- 25 per cent of beneficiaries have received agricultural kits and training in agricultural techniques and have developed vegetable gardens in the region.

- 19 per cent of the participants have received small stock animals and are rearing them for sales and producing additional incomes.
- US\$200 were generated as income from grinding mills managed by the groups.
- no relapse into malnutrition has been recorded for the participants.

**One of the key achievements is that the bond of solidarity, peer support, mutual aid, social cohesion and economic empowerment among PLHIV has now been strengthened in the region.**

VSLA groups have been trained to function independently; they have been legalized and registered at the authorized government office for a lifespan of 99 years and are equally eligible to benefit from government social safety net programmes. Practical skills acquired during training sessions and income-generating activities in place will continue to contribute to generating income, even when WFP's Programme is over.

For a successful transfer of knowledge to take place, it is necessary to:

- Conduct a needs assessment exercise to identify specific vulnerabilities in the community
- Set clear vulnerability and project eligibility criteria for the Programme and the opinions of the PLHIV
- Bring the national government actors and key stakeholders on board for an integrated support package
- continuously monitor and evaluate the Programme to track progress.

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**Project name:** : Strengthening the livelihoods of vulnerable people living with HIV (PLHIV) after completion of a WFP nutritional support programme in the East and Adamaoua regions of Cameroon

**Countries/Regions:** Cameroon, Ethiopia

**Nominated by:** World Food Programme (WFP)

**Sustainable Development Goal target(s):** 2.1, 17.9

**Supported by:** Luxembourg and UNAIDS (Unified Budget, Results and Accountability Framework) Funds

**Implementing entities:** Ministry of Public Health via the National Committee for the fight against HIV/AIDS, Ministry of Agriculture, Ministry of Livestock Rearing, Ministry of Social Affairs, Ministry of Women's Empowerment, ASAD (Association for Development Assistance)

**Project status:** Ongoing

**Project period:** 2017-2019

**URL of the practice:** Not available



# Enhancing Effectiveness of Kenya's National Home-grown School Meals Programme through Cash-based Transfers

## Improving children's nutrition and education by linking schools to local agricultural production

### Challenge

In Kenya, 47 per cent of the country's population lives below the poverty line. High levels of malnutrition afflict the country's poorest people. In the arid and semi-arid areas, around 369,000 children under the age of 5 are suffering from acute malnutrition, with peaks of one in three in the most affected areas. Undernutrition is a leading cause of death among children under the age of 5.<sup>1</sup>

### Towards a Solution

To address this challenge, the World Food Programme (WFP) works with the Kenyan Government to implement programmes designed to promote greater food security. Since 2009, WFP has worked with the Government of Kenya to facilitate the handover of its school meals programme (involving several thousand schools) to the Government and support the transition to a national home-grown school meals model.

Kenya's national home-grown school meals programme contributes to improving child health and nutrition by linking schools and local agricultural production. This is done by transferring funds to schools, enabling them to purchase food directly from local suppliers and farmers.

The Kenyan home-grown school meals programme has several objectives that fall into two categories: (i) increasing local food production and promoting small-scale farmers' access to markets; and (ii) improving school enrolment, attendance, and completion.

After the transition to the government-led home-grown school meals programme, in 2012, the Ministry of Education of Kenya asked WFP for assistance to expand the programme into Kenya's arid land areas. In response, WFP implemented a Transitional Cash Transfer to Schools pilot project in Isiolo County. WFP and the Government of Kenya also started looking at options to introduce fresh foods into school meals. Several fresh food pilots in Nairobi county are underway, reaching almost 80,000 students in 91 schools.

In 2016, the government-led home-grown school meals programme targeted 950,000 children in both arid and semi-arid counties. At the same time, WFP continued to provide school meals for 430,000 children in the arid land areas and targeted schools in the informal settlements in Nairobi that are not yet covered by the home-grown school meals programme. To support the programme's expansion, WFP also prepared schools in Nairobi, Tana River and parts of Turkana to transition to the home-grown model, involving another 152,000 children.

In Kenya's home-grown school meals model, funds are transferred from the National Treasury to the Ministry of Education and then to school accounts. Each school meals programme committee, composed of four teachers and four parents, issues a call for tenders and buys food from local suppliers (traders or farmers) with a school meals' bank account. This model is used in both rural and urban areas, linking smallholder farmers and traders to schools in both contexts. The programme is transitioning from a WFP-led to a Government-led programme. In 2016, over

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<sup>1</sup> WFP, 2017. World Food Program: Kenya

60 per cent of school meals served were managed by the Government.

The Kenyan home-grown school meals programme was evaluated by an external evaluator in mid-2014, who found that schools had received a total of KES. 2.2 billion (USD 21 million) for local food procurement between 2009 and 2014 under the programme. These results show how effectively school meals turned into a major market opportunity for local farmers.

**The programme has long served as an inspiration to other developing countries, particularly peers in the region. For example, Namibia and Zambia, with support from WFP as South-South cooperation broker (particularly WFP's Regional Bureaus in Johannesburg and Nairobi), engaged in a cross-regional peer learning initiative in 2016 on home-grown school meals programmes.**

Apart from learning from Kenya's model, the participating countries also used this opportunity to exchange experiences on monitoring and evaluating national school meals programmes. For example, Namibia presented its innovative Namibian School Feeding Programme Information System technology, which promotes immediate improvements in the management of the national school meals systems. Among other things, this platform: (1) enhances data capture, analysis and reporting and ensures data consistency; (2) enables linkage between suppliers and schools; (3) ensures accountability on food deliveries, food use and waste; (4) generates automatic reports and graphical visualizations; and, (5) offers a basis for timely and quality decision-making, and resource mobilization.

Beyond engaging in South-South exchanges with peers in the region, Kenya also participated in a South-South study visit to Brazil. A delegation from the Government of Kenya visited Brazil in May 2016 to learn about Brazilian initiatives in school meals, social protection and Zero Hunger. This journey informed the preparation of Kenya's National

School Meals and Nutrition Strategy, which was launched in 2017.

The Kenyan home-grown school meals programme has proved to be sustainable at many levels:

- **National Ownership:** the Government leads the school meals programme and is taking on increasing responsibility for funding the scheme. By 2019, Kenya could have one of the largest locally-procured and fully government-financed school meals programmes in Africa;
- **Community Engagement:** school management committees administer and manage implementation of the home-grown school meals programmes at the school level. Since local procurement is the fundamental feature of this school meals model, local investment and engagement with the programme are high; and
- **Environmental Sustainability:** by procuring locally-grown foods, home-grown school meals help to shift towards a more environmentally sustainable school meals model.

High-level political engagement and budgetary support are essential in order to establish a truly government-led home-grown school meals programme in Kenya and in other countries.

Cash-based home-grown school meals programmes also require significant technical skills in order to replicate them, including:

- Market analysis;
- Coordination and partnership building;
- Project management;
- Experience within the relevant ministries (education and agriculture);
- Food procurement; and
- Monitoring and evaluation procedures in place.

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**Project name:** Enhancing Effectiveness of Kenya's National Home-grown School Meals Programme through Cash-based Transfers

**Countries/Regions:** Brazil, Kenya, Namibia, Zambia

**Nominated by:** World Food Programme (WFP)

**Sustainable Development Goal target(s):** 2.1, 2.2, 2.3, 4.1, 4.2, 4.5, 4.6, 17.9

**Supported by:** Government of Kenya, WFP

**Implementing entities:** Government of Kenya

**Project status:** Ongoing

**Project period:** 2009-present

**URL of the practice:** N/A



## Emerging Donors Matching Fund

### Mitigating the effects of the 2011/12 food crisis in the Horn of Africa by facilitating South-South cooperation through twinning and WFP's Emerging Donor's Matching Fund

#### Challenge

The Horn of Africa region has been dependent on food aid for decades due to insufficient food production and recurrent food shortages, drought and famine. Heavy rains, high food and fuel prices, and conflict have led to a large-scale food crisis reaching across four countries and affecting over 10 million people. Humanitarian organizations have rapidly scaled up operations to manage the escalating emergency.

#### Towards a Solution

Beyond the support of traditional donors, contributions seeking to mitigate the effects of the crisis have also been made via twinning with Southern partners, which has allowed developing countries to take on stronger roles in food assistance.

During the 2011/12 hunger crisis in the Horn of Africa, Ethiopia, Kenya and Somalia received in-kind contributions (including rice, sugar, fish, beans and meat) worth over USD 13.9 million from countries including Angola, Cuba, Mozambique, Namibia, Sri Lanka, Sudan, Tanzania, and Zambia. In Ethiopia alone, these contributions reached 1.4 million food-insecure people.

WFP facilitated this twinning arrangement by matching Southern in-kind contributions with co-financing cash contributions for full cost recovery (including for transport, distribution and overhead). It is remarkable that Southern partners, such as Mexico and Namibia - not just traditional donors, such as Australia or Spain - provided the required cash for the twinning.

In cases where no matching cash donor could be found, the gaps were filled through a dedicated Emerging Donors Matching Fund (EDMF)<sup>1</sup>. The EDMF was key to success as it addressed shortfalls when no (or insufficient) cash donations were received in order to fully recover the cost of an in-kind contribution, as in the case of Sri Lanka's rice contribution to Ethiopia.

Closing these financial gaps and mobilizing resources from cash donors were critical to this twinning. WFP was able to match contributions using its global network and the support of partner countries and WFP Country Offices in resource mobilization, management and programming.

The unique collaboration with Horn of Africa countries was supported by WFP using different modalities of South-South and triangular cooperation, which helped to achieve greater impact in food security. The in-kind contributions through the twinning arrangements in 2011/12 are one example, while the transfer of Southern expertise in the development of strategies towards zero hunger, e.g. through Ethiopia's collaboration with the WFP Centre of Excellence against Hunger, is another.

During the crisis, WFP took steps beyond matching in-kind and cash contributions, as countries received additional support to organize the twinning arrangements through a

<sup>1</sup> The EDMF is a fund which provides financing for the associated costs of in-kind contributions for twinning.



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Careful security analysis in affected countries and, in some cases, programming and resource management for the contributions received.

Drawing on existing relationships and support with the governments in the Horn of Africa region, WFP utilized its existing experience, tools and methodologies in food security analysis, programming and resource management, and its institutional memory in handling food crises in other countries.

Key results and benefits through twinning included:

- **Reach:** in Ethiopia alone, twinning arrangements reached 1.4 million food-insecure people in 2011/12. This shows that twinning works if quality assurance and predictable cash flows are in place;
- **Strengthened response mechanisms:** Twinning arrangements can strengthen the country's economy and ability to respond to food and nutrition challenges when the country is in food deficit;
- **Reshaping forms of engagement with countries:** Twinning arrangements can prove useful in engaging with less-developed, low-income and lower middle-income countries on a balanced partnership basis. This allows WFP and its partner countries to move beyond the outdated North-South divide and "provider-recipient" relationships;
- **Complementarity:** The in-kind contributions received during the crisis enabled WFP to reduce the expense of food purchases. This helped to assist the affected populations for longer periods. In addition, since most of the in-kind assistance was rice, WFP was able to distribute it in refugee camps where rice is the preferred commodity and to allocate other food (e.g. wheat and maize) to different refugee camps where the population is used to eating these commodities;
- **Cost effectiveness:** Twinning can be a win-win mechanism in terms of cost effectiveness: costs are often divided between in-kind contributions and cash contributions, allowing both to maximize impact while splitting the costs (providing food, transportation and management). For example, for WFP, the overall cost can be lower than with cash contributions under

which WFP is responsible for both food procurement and associated costs; and,

- **Strengthening Southern relationships and partnerships:** In-kind contributions from developing countries to Horn of Africa countries can have a positive effect on foreign affairs and political relationships among these countries. As these government-to-government relations are rather complex, it can be difficult to relate results directly to a specific twinning case, but this may be observed over time from a broader foreign relations perspective.

**Twinning has become a win-win approach for the sponsoring countries, which raised their profiles as Southern providers, and the Horn of Africa countries, which received urgent in-kind contributions and tested their own provider functions within their own countries.** For WFP, the twinning arrangement made it possible to tap into additional resources for a greater impact in responding to the hunger crises.

To replicate twinning mechanisms, it is important to note that they require quality assurance and considerable coordination and capacities at the country level. In addition, back-up funds to manage unforeseen shortfalls of co-financing partners need to be in place.

The twinning programme has proven to be complementary and cost-effective and has helped to strengthen Southern relationships and partnerships. These are key factors that contribute to the sustainability of twinning. It has had a positive influence on political relationships among the countries involved and has also helped to maximize the impact in the Horn of Africa countries by splitting costs.

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**Project name:** Emerging Donors Matching Fund (EDMF)  
**Countries/Regions:** Cuba, Ethiopia, Kenya, Namibia, Somalia, Sri Lanka, Sudan  
**Nominated by:** World Food Programme (WFP)  
**Sustainable Development Goal target(s):** 2.1, 2.2, 17.3, 17.6  
**Supported by:** WFP  
**Implementing entities:** WFP  
**Project status:** Completed  
**Project period:** 2011-2012  
**URL of the practice:** N/A

# Fiji's Response to Tropical Cyclone Winston

## Opportunity to scale-up shock-responsive safety nets in the Pacific region

### Challenge

The Republic of the Fiji Islands, situated in the South Pacific Ocean, is composed of an archipelago of 332 islands (of which approximately 110 are inhabited). Over the past few decades, Fiji has been affected by multiple devastating cyclones. On 20 February 2016, Category 5 tropical cyclone Winston struck Fiji, this being considered one of the most violent storms ever registered in the Southern Hemisphere. The cyclone-related losses were estimated at US\$1.38 billion (31 per cent of GDP), with a total of 44 victims; 30,369 houses, 495 schools and 88 health clinics and medical facilities were damaged or destroyed; and 40,000 people required immediate assistance with food, shelter, water supply, sanitation and health services.<sup>1</sup>

Responding to emergencies is tremendously complicated in Fiji and other South Pacific countries, due to the multitude of scattered islands, isolated populations and high vulnerability to extreme events associated with climate variability and changes. The traditional logistics-based response of bringing in food to distribute to affected people is no longer the only solution. Linking national social protection systems with emergency humanitarian assistance and using different transfer modalities, including cash and vouchers, can help to improve the food security of thousands of families.

### Towards a Solution

Fiji became the first Pacific country to channel both government and external partners' post-disaster assistance through its existing social protection system. This practice demonstrated the benefits of nationally owned, shock-responsive social protection systems in times of crisis. The Fiji National Disaster Management Office led the response with all national government-led clusters activated and with support from the international community, including the World Food Programme (WFP).

Fiji's social protection system methodology is built on the following components for the response to tropical cyclone Winston:

- **Scaling up cash transfers:** The Government topped up cash payments to beneficiaries of national welfare schemes. Within a month of the cyclone, all beneficiaries received a lump sum top-up cash transfer, equivalent to approximately three months' worth of normal payments. The cash assistance helped to mitigate the disaster's impact on Fiji's most vulnerable citizens and injected much-needed cash into the local economy.
- **Topping up food assistance:** In collaboration with the Department for Social Welfare, WFP topped up the Government's food voucher scheme. This intervention helped approximately 72,000 social assistance beneficiaries in 12 critically affected areas. The Government's database and mechanisms were used, and distribution was sequenced to follow the Government's top-up cash payments.
- **Distributing housing vouchers:** The Department of Social Welfare provided housing vouchers to assist severely impacted lower-income families in rebuilding homes.

<sup>1</sup> WFP, 2016. Fiji Emergency response to Tropical Cyclone Winston: Standard Project Report.

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The effectiveness and validation of Fiji's social protection efforts after the cyclone have been supported by the World Bank's impact evaluation report, which explained that the use of the shock-responsive component of the Government's social protection schemes in Fiji was rapidly implemented and clearly targeted through the existing social safety nets databases and helped affected families to cope with the impacts of tropical cyclone Winston. Households acted responsibly, and the top-up payments were put to good use, helping beneficiaries to recover faster.

As a part of South-South cooperation efforts to share Fiji's successful practice, a workshop was organized in Suva, Fiji in September 2016 with the aim of bringing together stakeholders involved at different levels in the joint emergency response to tropical cyclone Winston. Approximately 35 stakeholders participated in the workshop, including donors, government agencies, NGOs, multilateral organizations, United Nations agency representatives, and WFP experts from the WFP Fiji Country Office and the WFP Asia-Pacific Regional Bureau.

Participants of this workshop felt that the lessons from Fiji's experience would benefit the wider Pacific community and proposed sharing them through a Pacific Regional Social Protection and Emergency Response Workshop involving different countries from the Pacific community. WFP expressed the willingness to facilitate such an initiative, with a view to supporting Fiji and other governments in the Pacific community through South-South learning on emergency response and preparedness.

By building on governments' existing social protection systems in times of crisis, WFP can help to strengthen national capacities and broker South-South cooperation in order to equip countries to meet their population's humanitarian and development needs. **Promoting shock-responsive social protection can, therefore,**

**help to bridge the divide that has historically existed between externally led emergency responses and nationally led development programmes with a long-term focus.**

As regards replicability, in order for a country to effectively use its social protection system to respond to a crisis, the country must have a strong social protection system, with shock-responsive measures already in place.

The Government of Fiji and WFP collaborated to provide detailed guidance on specific operational procedures that should be in place to ensure the effective delivery of a crisis response through social protection systems. These procedures highlight the importance of:

- the development of standby agreements and standard operating procedures with potential stakeholders and clear definitions of roles, responsibilities and timeframes;
- the development of communications strategies and tools, information management and sharing instruments, and internal and external coordination plans and mechanisms for all stakeholders to become involved at both central and local levels;
- high quality emergency assessments and vulnerability analysis, and a diversity of assistance modalities and delivery mechanisms;
- training of pre-selected local surge staff;
- the development of an M&E strategy.

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**Project name:** Emergency Response in Fiji to Cyclone Winston

**Countries/Regions:** Fiji, Pacific Countries

**Nominated by:** World Food Programme (WFP)

**Sustainable Development Goal target(s):** 1.3, 2.1 2.2 17.9

**Supported by:** WFP

**Implementing entities:** The Government of the Republic of Fiji, Fiji National Disaster Management Office; the Ministry of Women, Children and Poverty Alleviation), Department of Social Welfare with support from WFP.

**Project status:** Closed

**Project period:** March 2016- May 2016

**URL of the practice:** [goo.gl/FVQzjp](http://goo.gl/FVQzjp)

# National Social Protection Programme: Progresando con Solidaridad Programme (Prosoli)

## Leveraging social protection platforms for improved nutrition

### Challenge

In the Dominican Republic, almost half (45 per cent) of deaths among children under the age of 5 are related to undernutrition. Not only does undernutrition kill, it also prevents children from growing up to live healthy and productive lives as adults, thus leading to an ongoing intergenerational cycle of undernutrition.

The nutrition situation in the Dominican Republic is marked by pervasive micronutrient deficiencies and low dietary diversity, combined with one of the lowest rates of exclusive breastfeeding of children under six months in the region. Poverty, and the inadequate quantity and quality or access to human, economic and institutional resources, is the most important root cause of malnutrition.

### Towards a Solution

When the Government of the Dominican Republic reformed its social sector in 2009, it requested WFP support to incorporate a nutrition intervention as a sub-component of the conditional cash-based transfer in the national social protection programme called Solidaridad, based on the premise that investing in nutrition would boost the action of the programme as a whole and achieve better results. This included a blended approach to training, capacity development, promotion of growth monitoring and preventive care for children. The nutrition component is delivered through primary healthcare, as well as through the provision of micronutrient powders to all beneficiaries of the social protection programme aged 6-59 months.

The nutrition intervention component of the Progresando con Solidaridad was first targeted to all children aged 6-59 months of beneficiary families, who were identified as living in moderate or extreme poverty. In 2012, the Government revised the nutrition component of the Progresando con Solidaridad to include interventions addressing child undernutrition and the nutrition of pregnant and lactating women and the elderly by providing fortified complementary foods and primary health interventions.

Programmes like Progresando con Solidaridad demonstrate that social protection schemes with multiple nutrition components can directly contribute to improving diets. For example, they can provide food to beneficiaries through food transfers and school meals programmes. Furthermore, they can facilitate access to primary health care through conditional cash transfers, which encourage the use of health services and enable households to access items for personal and household hygiene and clean water.

**Currently, Progresando con Solidaridad's conditional cash-based transfer component for food consumption targets some 800,000 poor households. From January 2014 to August 2016, the nutrition component served 132,882 beneficiaries of these households (78,882 children, 12,000 pregnant and lactating women, and 40,000 elderly people). In addition, the nutrition component supports 20,000 Progresando con Solidaridad community employees and public health practitioners.**

The nutrition intervention methodology of the Progresando con Solidaridad programme

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includes the following actions:

- Distribution of micronutrient powders to children aged 6-59 months to help prevent and control micronutrient deficiencies;
- Provision of nutrition education to families benefitting from the Progresando con Solidaridad programme to improve their capacity to properly select food and, therefore, improve food consumption and nutrition;
- Strengthening and extending the community volunteer network to reach beneficiaries at the household level, particularly mothers. This helps to ensure adequate consumption of micronutrient powders, fortified and complementary foods;
- Distribution of a specialized nutritious food called Progresina fortificada (Super Cereal plus) to children aged 6-59 months to prevent and control chronic and acute malnutrition;
- Distribution of a specialized nutritious food called Progresina (Super cereal) to pregnant and lactating women and the elderly; and
- Strengthening national and local capacities to carry out monitoring and evaluation activities.

This in-kind assistance component complements the conditional cash transfer part of the programme called Comer es Primero. It supports beneficiaries' food security with a transfer of roughly USD 16 per month, conditional on the beneficiaries' participation in preventative healthcare activities, children's school attendance, head of household attendance at community education sessions and obtaining identification documents.

In terms of effectiveness and validation, an evaluation of the nutrition component of the Progresando con Solidaridad programme, conducted in 2013, found the following:

- 50 per cent reduction in anaemia prevalence in enrolled beneficiary children;
- Improved food and nutrition security of the elderly;
- Improved dietary diversity of targeted families; and,
- Enhanced national and local capacity to reduce undernutrition.

Thanks to these positive results, the Vice President of the Dominican Republic and WFP signed a Memorandum of Understanding in 2013 to implement a more comprehensive nutrition component focused on children under 5, pregnant and lactating women, and the elderly benefitting from the Progresando con Solidaridad programme.

Social protection and safety nets is WFP's largest focus area for South-South and triangular exchanges worldwide to date. The Progresando con Solidaridad programme was selected for presentation as a successful South-South case study at the Global Forum on Nutrition-Sensitive Social Protection in September 2015. The Forum is a South-South learning platform facilitated by the WFP Centre of Excellence against Hunger in Brazil. Its key objective is to facilitate exchange of experiences and lessons learned on social protection and safety nets through South-South knowledge-sharing. Over 150 participants from 20 countries joined the Forum and learned from the Dominican Republic's experience.

Progresando con Solidaridad is the Dominican Republic Government's main strategy for promoting human development and combatting poverty. The nutrient component and government commitment at all levels to deliver has contributed to the programme's sustainability and replicability. A number of key elements need to be in place to replicate this solution elsewhere: a) a successful existing social protection scheme in which nutrition-sensitive interventions can be incorporated; and, b) a good evidence base to demonstrate the impact of nutrition-sensitive interventions (in the Dominican Republic case, a four-month feasibility study was first conducted in 2009 and the success of this pilot led to national implementation starting in 2010).

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**Project name:** Nutrition Component of Progresando con Solidaridad Programme (Prosoli)

**Countries/Regions:** the Dominican Republic

**Nominated by:** World Food Programme (WFP)

**Sustainable Development Goal target(s):** 2.2, 2.3, 3.1, 3.2, 17.6, 17.7, 17.9

**Supported by:** The Social Policy Cabinet of the Vice-President of Dominican Republic

**Implementing entities:** Prosoli, Social Policy Cabinet of the Vice-President of Dominican Republic, National Health Services, Ministry of Health of Dominican Republic, WFP

**Project status:** Ongoing

**Project period:** 2010- 2020

**URL of the practice:** N/A





## Purchase for Progress (P4P) Initiative

### Chile's support to smallholder farmer communities for better nutrition in Guatemala and Honduras

#### Challenge

Areas in Central America known as “dry corridors” face climate risk of drought, excessive rains and severe flooding. Dry corridors exist in regions of Guatemala and Honduras and the local communities and small holder farmers residing there are vulnerable due to the adverse climatic conditions.

These areas have irregular rainfall and are marked by dry seasons, which lead to water scarcity for people and their crops. The areas are known to be fragile and prone to natural hazards and climate change, which destabilizes the production of basic grains and adversely affects food security and the nutritional situation of the local population.

#### Towards a Solution

To allow for greater resilience in the face of climate change, provide support to increase the nutritional status of crops, and improve the livelihoods of smallholder farmers living in the dry corridors of Guatemala and Honduras, WFP facilitated a South-South cooperation project with the Government of Chile to address the above challenge.

The initiative was based on the experience of previous successful exchanges among Chile, Guatemala, and Honduras, and ongoing WFP operations in the region. This project was a Purchase for Progress (P4P) initiative which used South-South modalities to transfer technical knowledge from Chile to Guatemala and Honduras.

**Through this project, the Government of Chile helped the Governments of Guatemala and Honduras to promote production and consumption of bio-fortified crops, strengthen the capacity of small-scale farmers, increase their agricultural surpluses, strengthen local markets, and improve the nutrition of their entire families.**

This South-South cooperation initiative among Chile, Guatemala, and Honduras, is directly linked to the achievement of SDG 2. Experts from the Chilean Institute for Agricultural Development (INDAP) were the technical counterparts of this South-South exchange. The programme was built on Chilean experts' proven experience of working with bio-fortified crops, smallholder farmers, their families and indigenous organizations.

The team of Chilean experts offered ongoing technical support during the project's two years through field missions and workshops on soil conservation, climate change, production of organic fertilizer, water harvest, nutrition, gender and marketing strategies.

The methodology used under the initiative included:

- Support missions and technical assistance provided by the experts from Chile;
- Training provided to community leaders and organizational and operational capacity-building;
- Exchanges of knowledge and best practices through participatory workshops and development of support material such as nutrition manuals and toolkits; and
- Alliances with universities and academic centres to allow for the active participation of students from the region.



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The key elements which helped to achieve the objectives under this initiative included active participation of various stakeholders at the central and local levels, accurate selection of small producer organizations, identification of relevant objectives in accordance with the local realities and using the communities' knowledge and capacities. The initiative's significant achievements in both Guatemala and Honduras include:

- Guatemala: all of the small producers (selected as part of this project) have adopted the consumption and production of bio-fortified crops. Overall production of the producer organizations has increased and they now have access to technical assistance and training on nutrition and the preparation of recipes using bio-fortified foods. The project has also contributed to the creation of local organization networks for food security;
- Honduras: local producers have access to technical assistance for implementing good agricultural practices. All the project families have adopted bio-fortified crops and reported improvements in food consumption and diet diversity. The project has also increased the number of smallholder farmer associations with legal knowledge, the number of women participating, and involvement in the processes of the local markets. In addition, measurements were taken to evaluate nutritional status indicators. A significant decrease in moderate chronic, severe chronic and acute chronic malnutrition has been observed.

With the help of this initiative, two of the key outcomes achieved include: crop production and diet diversification; and promotion of a gender equity policy within the associations to increase participation of women in the social and community environment.

The innovative aspects of this South-South exchange and the support of local NGOs contributed to the success of the project, as the activities were coordinated with those associations to support the marketing and

commercialization of bio-fortified seeds. The initiative also adopted a cost-effective approach and succeeded in mobilizing human resources and political interest in both countries.

In terms of long-run sustainability, considerable progress has been made in both Guatemala and Honduras. In Honduras, new agreements were developed between the cooperatives of small holder farmers (CACs) and municipal bodies, which could contribute to the already existing management capacity and legal personality of the CACs. There have also been collaborative alliances with partners such as the National Autonomous University of Honduras. In Guatemala, a Network of Organizations for Food Security (OPAs) was created.

The concrete results achieved during the project have increased motivation and interest among governments, communities, partners and WFP to continue complementary actions in similar areas and scale up this experience to other regions. However, the following must be considered before proposing the project in another developing country: a minimum level of "organized" farmers must be involved to ensure replicability in other regions and countries; and the national government must agree to, and technical academies must support, the introduction of bio-fortified grains.

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**Project name:** Purchase for Progress (P4P) Initiative

**Countries/Regions:** Chile, Guatemala, Honduras

**Nominated by:** World Food Programme (WFP)

**Sustainable Development Goal target(s):** 2.1, 2.2, 2.3, 2.4

**Supported by:** Government of Chile (through the Chilean Agency for International Development Cooperation – AGCID and the Institute of Agricultural Development - INDAP).

**Implementing entities:** Government of Guatemala: Ministry of Agriculture, Livestock and Food (MAGA), Institute of Agricultural Science and Technology (ICTA); Government of Honduras: Secretariat of Agriculture and Livestock (SAG), Directorate of Agricultural Science and Technology (DICTA) and WFP.

**Project status:** Completed

**Project period:** 2016-2017

**URL of the practice:** [goo.gl/47cqzp](http://goo.gl/47cqzp); [goo.gl/dRW2Vx](http://goo.gl/dRW2Vx)

# Regional Peer Learning on Rice Fortification

## Triggering investments in food security and nutrition in Sri Lanka and promoting nutrition education

### Challenge

Although Sri Lanka's universal health care and free education policies over the last few decades helped the country to achieve most of the related targets of the Millennium Development Goals (MDGs) by 2015, undernutrition and micronutrient deficiencies have remained obstacles to realizing other food security goals.<sup>1</sup> Micronutrient deficiencies (MNDs), also known as 'hidden hunger', refer to an inadequate level of vitamins and minerals in the body and remain widely prevalent across Sri Lanka as a result of inadequate intake or poor absorption by the body.

### Towards a Solution

To address this challenge, the World Food Programme (WFP) is working with the Government of Sri Lanka to eliminate hidden hunger. Food fortification is one of the approaches that is being adopted and promoted as a cost-effective way to address micronutrient deficiencies. Many countries now require, by law, that certain foods be fortified with some vitamins and minerals.<sup>2</sup>

A joint programme between WFP and Food and the Agriculture Organization of the United Nations (FAO), Scaling up Nutrition through a Multi-Sector Approach, was implemented between 2015 and 2017. The programme's two key objectives were to improve the efficiency and effectiveness of government investments in food security and nutrition and to promote nutrition education among schoolchildren and teachers to achieve attitudinal and behavioural change.

WFP has provided support to the Government of Sri Lanka to identify a cost-effective and efficient use of fortified foods to address existing micronutrient deficiencies. As rice is the staple food product in Sri Lanka, WFP is in the process of providing technical assistance to Sri Lanka's government to determine the potential of scaling up its fortification in the country. Due to the wide consumption of rice (300 gm/pp/day) in Sri Lanka, fortified rice offers great potential in terms of reducing anaemia and other micronutrient deficiencies.

WFP Sri Lanka has provided technical and financial support to Sri Lanka's Ministry of Health to implement the national roadmap for rice fortification, which was developed in 2015. To build on existing knowledge in this area within the country, the Ministry of Health's Technical Advisory Group identified regional knowledge exchange on food and rice fortification as one of the prime mechanisms that can benefit Sri Lanka.

To facilitate in-country discussion and regional sharing, WFP, in partnership with the Food Fortification Initiative, supported the country's Ministry of Health in the holding of a national food fortification workshop in 2017. This workshop brought together over 100 participants from different sectors, including participants from India (national government and Odisha state government representatives) and WFP staff from Bangladesh. Key outcomes included implementing the voluntary fortification of rice and strengthening advocacy for the distribution

<sup>1</sup> UNESCAP, ADB, and UNDP (2015). Asia-Pacific regional MDG report (2014/2015). Bangkok – Thailand.

<sup>2</sup> Bezanson K, Isenman P. Scaling Up Nutrition-A framework for action. Food Nutr Bull 2010; 31: 178-86.

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of fortified rice through the national social safety net systems.

The workshop also inspired a South-South rice fortification knowledge exchange among Bangladesh, India, and Sri Lanka. WFP Bangladesh organized an experience-sharing visit for the team from Bhutan and Sri Lanka to learn from Bangladesh's rice fortification initiative. The main focus of the mission was for the participants to understand Bangladesh's fortified rice and kernels production processes. For this purpose, WFP Sri Lanka facilitated the visit for the Deputy Director of the National Food Promotion Board (NFPB) under the aegis of the Ministry of Agriculture in Sri Lanka, an entity which has received WFP support in establishing a fortified rice blending facility in Sri Lanka, along with the WFP Sri Lanka nutrition officer.

**This South-South exchange has helped Sri Lanka's delegates to understand the national policy and regulatory framework adopted by the Government of Bangladesh in order to create an enabling environment to scale up rice fortification and be inspired by private sector involvement in the production of fortified rice and fortified kernels.** Several exchanges with Bangladesh Government authorities, private sector partners and the WFP team revealed Bangladesh's ground-breaking progress in rice fortification. Private sector engagement was one of the key takeaways and Sri Lanka's National Food Promotion Board will now organize an advocacy forum to engage with the private sector there to identify opportunities to commercialize fortified rice.

Following the visit to Bangladesh, another cross-country exchange was organized. A Sri Lankan delegation, including 18 members of several ministries, academia and WFP staff, visited Delhi, India. They met with the WFP India Country Office and the Food Safety and Standards Authority of India (FSSAI) and learned about the mechanisms that India has adopted to establish food fortification standards and guidelines.

This South-South exchange provided the Sri Lankan delegates with concrete ideas on how best to take the

initiative forward within their context. This advocacy was based on a strong commitment from the Government of India and its understanding of food fortification as a cost-effective value addition to address micronutrient deficiencies.

In Sri Lanka, the use of social safety net programmes is currently under review as a way to launch the scaling-up of rice fortification. The experience of Bangladesh and India in setting standards and using social safety nets for rice fortification has inspired Sri Lanka to establish its own programme.

As a result of Sri Lanka's regional exchanges with Bangladesh and India, Sri Lanka's Ministry of Health will submit a memo to gain the cabinet's approval to use fortified rice in the national social safety net programme, such as school meal programmes. This will be followed by the establishment of national standards and regulations for fortified rice, and steps towards establishing a SUN Business Network, which will also help to create a supporting environment.

To replicate this good practice, factors such as the landscape for introducing fortified rice in the country and the government's interest and commitment should be assessed prior to planning such an exchange. Although the context in each country varies, it is crucial to understand the starting point within the country and have a clear objective for the exchange. For instance, the contexts in India and Sri Lanka for implementation of fortified rice differ significantly. However, common themes exist, such as an interest in setting standards and regulation in the face of voluntary fortification, as well as an interest in using fortified foods within the national social safety net programme.

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**Project name:** Rice fortification  
**Countries/Regions:** Bangladesh, India, Sri Lanka  
**Nominated by:** World Food Programme (WFP)  
**Sustainable Development Goal target(s):** 2.1, 2.2, 17.6, 17.9  
**Supported by:** Government of Spain through SDG-Funds  
**Implementing entities:** WFP  
**Project status:** Completed  
**Project period:** 2015-2017  
**URL of the practice:** N/A

# Australia-China-Papua New Guinea Pilot Cooperation on Malaria Control Project (Trilateral Malaria Project)

An innovative trilateral partnership for strengthening malaria diagnosis in Papua New Guinea

## Challenge

Achieving global malaria elimination by 2030 requires regional and cross-border partnerships to fight this deadly but preventable disease. In the Western Pacific Region, Papua New Guinea (PNG) contributes over 75 per cent of malaria cases. Nearly 95 per cent of PNG's 8 million population lives in areas of high risk for malaria transmission. Over the last decade, PNG has made impressive progress in reducing malaria cases, but there is still a lot of work to do. One-third of suspected malaria cases in PNG do not receive a parasitological test, leading to incorrect treatment and drug wastage and increasing the risk of drug resistance. National surveillance systems need to be strengthened to generate reliable data.

## Towards a Solution

Through the Australia-China-Papua New Guinea Pilot Cooperation on Malaria Control Project, the Government of PNG is working in collaboration with the Governments of China and Australia to strengthen quality assurance in PNG's laboratory system and undertake operational research activities to inform national malaria control interventions. The project uses Australian aid funding and mobilises in-kind technical expertise (laboratory specialists, scientific researchers and health workers) from all three countries in support of the PNG Government's national malaria plan.

The project contributes to achieving SDG 3 (health and well-being) in PNG through strengthening early and accurate detection (and treatment) of suspected malaria cases. All three countries are key supporters of global efforts to achieve malaria elimination by 2030.

The project also has an explicit partnership aim: to foster effective cooperation among the Governments of PNG, China and Australia in delivering the project. The model puts SDG 17 into practice (strengthening the implementation of the global partnership) by providing a partnership framework founded on principles of shared decision-making, mutual benefit, joint resource contribution, transparency and shared accountability. As a result, each country benefits from mutual knowledge exchange and skills development among the participating institutions.

Two years into implementation, the project has made substantial technical achievements. Indeed, an independent Mid-Term Review concluded that, as a result of the project's support, **PNG has substantially increased the quality of its malaria diagnosis and enhanced its capacity to provide national reference laboratory functions. The project supported PNG, Chinese and Australian scientists in jointly training more than 300 health workers, laboratory scientists and researchers across the PNG health services.** Twenty-one new WHO-assessed malaria microscopists are now

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certified to accurately detect malaria and provide training and supervision to lower-level laboratories. This doubles the coverage of certified microscopists across PNG's 22 provinces from 30 per cent in 2015 to 60 per cent in 2017. By establishing a highly sensitive molecular diagnostic technique at PNG's Central Public Health Laboratory, Chinese scientists have supported the creation of PNG's first national malaria slide bank. Thus, PNG microscopists can now train other staff in accurately detecting the species and density of malaria infection.

The project supports the PNG Institute of Medical Research (IMR) to operate four regionally representative malaria sentinel surveillance sites, providing longitudinal data on malaria incidence to inform targeted malaria control interventions. Since the project began, surveillance data has revealed that the rate of declining transmission has slowed, alerting policy and program decision makers to the need to renew commitments for key malaria control interventions. PNG IMR has also worked alongside Chinese and Australian collaborators in order to conduct trials and assess different kinds of malaria rapid diagnostic tests. It has also undertaken research into screening for non-malaria causes of febrile illness to improve health workers' capacity to provide differential diagnosis for febrile illness and reduce rates of presumptive treatment practices for malaria.

The project uses an internationally recognized partnership-based approach in which partners identify a common purpose; recognize shared and individual interests; co-create activities, business processes and

solutions; share risks and benefits; commit to mutual accountability; and adopt a principled approach to working together.<sup>1</sup> At its inception, the three governments established a Project Management Unit (with staff located in PNG and China) to support the relevant institutions to collaboratively establish and implement this project. The independent Mid-Term Review of the project concluded that "the partnership approach has been a very significant reason for the effectiveness of the trilateral project across both its technical and cooperation objectives."

The partnership approach has enabled the project to use an iterative and locally driven adaptive problem-solving methodology. This involved bringing together the right people - those who understand the local context and those who have the required technical knowledge - in a flexible operating space where people can work together to diagnose and solve problems, learn lessons and adapt them to new challenges. In the course of the project, PNG scientists and researchers drew upon their local knowledge and expertise to identify key priorities for support and to reach out to Chinese and Australian counterparts so as to contribute to work plan activities according to their specific areas of expertise. The model successfully leverages the comparative advantage of each partner.

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**Project name:** Australia-China-Papua New Guinea Pilot Cooperation on Malaria Control Project

**Countries/Regions:** Australia, China, Papua New Guinea

**Nominated by:** Governments of Australia, China, Papua New Guinea,

**Sustainable Development Goal target(s):** 3.3, 3.d, 17.3, 17.9, 17.16

**Supported by:** Governments of Australia, China, Papua New Guinea

**Implementing entities:** PNG: Department of National Planning and Monitoring, Department of Foreign Affairs, National Department of Health, Central Public Health Laboratory, Institute of Medical Research; China: Ministry of Commerce, National Health Commission, National Institute of Parasitic Diseases (Chinese Center for Disease Control and Prevention); Australia: Department of Foreign Affairs and Trade, Australian Defence Force Malaria and Infectious Disease Institute, Burnet Institute, Walter and Eliza Hall Institute, Curtin University

**Project status:** Ongoing

**Project period:** 2016 – 2018

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

<sup>1</sup> This partnerships methodology is founded on five key principles: diversity; equity; openness; mutual benefit; and courage. For more details see Tennyson, R. (2005) 'The Brokering Guidebook. Navigating effective sustainable development partnerships', The International Business Leaders Forum.



# Kangaroo Mother Care

## Decreasing neonatal mortality and improving the quality of life of low birthweight infants

### Challenge

Every year, five million children die worldwide during the neonatal period. More than 40 per cent of those deaths are due to causes related to low birth weight (LBW) (less than 2,500 g) and/or prematurity (born before week 37). They represent 10 to 12 per cent (15 million) of all live births in the world. This is likely the cause of 60 per cent of detectable disabilities among infants during their first years of life. Ninety per cent of these children are born in Southern countries.

### Towards a Solution

To address this challenge, in 1978, Dr. E. Rey Sanabria developed kangaroo mother care in Colombia (KMC), which is promoted by the Fundación Madre Canguro Bogotá. The aim is to reduce neonatal mortality and improve the quality of life of premature infants. Since 1989, the Fundación Madre Canguro Bogotá has conducted scientific assessments of KMC and has disseminated the results to demonstrate its efficacy.

KMC is an alternative care method for premature children that complements traditional neonatal care. It decreases neonatal and infant mortality, humanizes neonatal care, improves quality of life for children and families, enhances the use of human and technical resources, and reduces the costs of care.

KMC targets pre-term (less than 37 weeks of gestational age at birth) and/or low birth weight (LBW) (less than 2,500 g at birth) infants once they are stabilized and adapted to extra-uterine life. KMC has three major components: (i) the kangaroo position or direct skin-to-skin contact between mother and baby, initiated as soon as possible for as long as possible; (ii) kangaroo nutrition (KN), based on exclusive breastfeeding whenever possible; and (iii) kangaroo discharge policies. These policies involve early discharge in the kangaroo position at home or in a KMC ward, depending on the context, with two follow-up visits: a kangaroo follow-up, up to 40 weeks of gestational age, and a high-risk follow-up, up to at least one year of corrected age.

Experience with knowledge exchange has shown that South-South cooperation is the most appropriate way to transfer this technology. The Kangaroo Foundation uses a 15-day training of trainers to ensure knowledge exchange. This also includes a visit to the receiving country to ensure that a kangaroo mother programme (KMP) is launched. Thus, more than 70 teams from 35 countries – including Ecuador, Ghana, Kenya and the Bolivarian Republic of Venezuela– have come to Colombia<sup>1</sup> and the Colombian team went to Cameroon to support regional training there.<sup>2</sup> These teams, composed of a paediatrician, nurse and psychologist, observe the neonatal unit's daily work and



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<sup>1</sup> The visits held by Ecuador, Ghana, Kenya and Venezuela were supported by APC-Colombia.

<sup>2</sup> The Cameroon experience was conducted under a triangular cooperation funded by Grand Challenges Canada (GCC). In Cameroon, a team of experts traveled from Colombia to Douala to support the centre of excellence in KMCP in its first five regional training sessions. Three have established a functioning KMCP. Ghana, Kenya and Venezuela have their own KMCP.

the outpatient kangaroo follow-up consultation for premature and LBW infants attending the Kangaroo Mother Care Programme (KMCP).

Cameroon is an example of results that can be achieved: **in 2016, neonatal mortality decreased by 35 per cent. In addition, weight increases remained adequate until the babies reached 40 weeks of gestational age. Moreover, exclusive breastfeeding increased (by 85 per cent, without malnutrition) and more than 80 per cent of patients attended the KMCP for outpatient follow-up activities.**

This intervention made it possible to determine the number of children with abnormal neurological and psychomotor development, which allowed for timely interventions. Finally, the programme was able to determine how many patients abandoned the KMCP (50 per cent/year) and could then establish policies to increase adherence.

The KMCP is innovative. It has changed nursing practice and hospitals with or without neonatal units have modified the follow-up of these children, regardless of race or place of birth. The programme created centralized units for multidisciplinary follow-up and provides the minimum care that these fragile children need. Despite these benefits, resistance remains, so involving the health authorities is crucial. Additionally, the fact that UNICEF, WHO and several NGOs, such as USAIDS and the Bill & Melinda Gates Foundation, support the KMCP helps to raise awareness.

The cost of creating a KMCP is less than the additional days that a premature/LBW infant must stay in the neonatal unit awaiting weight gain. In Colombia, the

cost of the kangaroo follow-up package, which includes all activities up to the baby's first year, is equivalent to three days in the neonatal unit. Proper implementation of a KMCP in any hospital in any country generates savings of approximately 10 days of hospitalization per child. A KMCP saves funds that can be invested in high technology for neonatal units to serve more critical patients.

The Kangaroo Foundation has made this possible by promoting an accreditation system that controls the quality of all KMCP components, the programme's ability to demonstrate follow-up results and the creation of KMCP training and transfer centres. Colombia already has 52 functioning KMCPs, 35 of which are in regional hospitals and follow all mandatory guidelines published by the Ministry of Health.

This confirms that KMC can be incorporated into neonatology practice in low- and middle-income countries and that ministries of health can integrate it in their policies<sup>3</sup>, as Brazil, Cameroon, Dominican Republic, Haiti, Mali, and South Africa have done. The only way to replicate KMC is to expose health professionals to a properly functioning KMCP. The Kangaroo Foundation thus created a training programme with a special methodology that allows hospital teams to share the knowledge they have acquired in the KMC centres of excellence. The Foundation also monitors the results of the practice developed by the centres of excellence to ensure improvements in kangaroo practice.

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**Project name:** Kangaroo Mother Care

**Countries/Regions:** Cameroon, Ecuador, Ghana, Kenya, the Bolivarian Republic of Venezuela

**Nominated by:** APC-Colombia, Fundación Madre Canguro Bogotá.

**Sustainable Development Goal target(s):** 2.1, 2.2, 3.2

**Supported by:** APC - Colombia and Grand Challenge Canada for Cameroon (GCC)

**Implementing entities:** Fundación Canguro

**Project status:** Ongoing

**Project period:** 1994 - Present

**URL of the practice:** <http://fundacioncanguro.co/>



# Indonesia's Maternal and Child Health Handbook

## Improving maternal and child health knowledge and service

### Challenge

Women in developing countries, especially in remote villages, are generally not well informed on maternal and child health (MCH) and lack tools to record their health. This lack of knowledge on MCH issues has led to a high risk of child and maternal mortality.

### Towards a Solution

To address the above challenge, in 1994 the Government of Indonesia developed the Maternal and Child Health handbook, inspired by a similar practice in Japan, as a tool to inform parents about child care and to enhance the quality of healthcare services. The Handbook provides useful information for pregnant women and new parents, including illustrations and diagrams for those unable to read. It also provides information on family planning services, immunization, nutrition, child growth and development, congenital abnormalities, infant and young child feeding (IYCF), child protection, and a parenting guide for children with disabilities. Space is also provided for a complete health record of pregnancy, childbirth, immunizations and the child's growth to promote communication between mothers and healthcare providers and to improve the quality of services. As of 2016, all provinces of Indonesia have used the Handbook. Overall, its use in Indonesia has contributed to bettering the health of mothers and children.

Drawing from the best practice in adapting the MCH Handbook, the Government of Indonesia and Japan International Cooperation Agency (JICA) reached an agreement to provide courses for other developing countries with similar challenges to learn more about technical issues on MCH Handbook implementation in their communities. This includes establishing pregnancy or lactation classes for mothers, obtaining sustainable community support, developing an integrated centre for MCH services and using the MCH Handbook on a daily basis.

The course will serve as a platform for sharing experience on MCH services in each country and for discussing strategies to expand and adapt the MCH Handbook through multi-stakeholder participation, either with local governments or in collaboration with other programmes and sectors. The course will enable participants to maximize the use and scope of impact of a similar handbook to reduce maternal mortality rates and improve child health. **The project is an example of how a partnership can contribute both to child and maternal health and to the empowerment of women within the community, especially with regard to reproductive health.**

This course is expected to increase participants' knowledge, especially in terms of implementing strategies to strengthen MCH services through the use of the MCH Handbook, and to identify approaches to obtain local government, cross-sectoral and community support.



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The course is currently conducted once a year under the three-year (2017-2019) framework of Technical Cooperation among Developing Countries Programme. The Directorate of Family Health, Ministry of Health of the Government of Indonesia has been designated to implement the training, under the framework of a three-year (2017–2019) cooperation.

Eligible participants are programme officers in MCH sectors from developing countries in Africa, Asia, and the Middle East, who work on the MCH Programme for the Ministry of Health, local health offices or local health services. This course aims to share knowledge and experiences of MCH service officers in MCH Handbook implementation and its success in each country. It will also discuss the strategy for scaling up MCH service coverage through collaboration with related programmes.

At the end of this course, participants from Afghanistan, Kenya, the Philippines, Tajikistan and Thailand are expected to improve their knowledge and skills in integrated MCH services by using the MCH Handbook, as well as in planning cooperation with related programmes and sectors, including with local government involvement, the roles of legal frameworks, IT and the community for MCH Handbook implementation and sustainability. Bangladesh, Cameroon, Lao PDR, Myanmar, Morocco, Palestine, Sudan, Timor-Leste, Uganda, and Viet Nam, have already completed training.

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**Project name:** Third Country Training Program: Maternal and Child Health Handbook

**Countries/Regions:** Afghanistan, Kenya, the Philippines, Tajikistan, Thailand, (Bangladesh, Cameroon, Lao PDR, Morocco, Myanmar, Palestine, Sudan, Timor-Leste, Uganda and Viet Nam joined previous courses)

**Sustainable Development Goal target(s):** 3.1, 3.2, 3.4, 5.6, 17.9, 17.16

**Supported by:** Government of Indonesia, JICA

**Implementing entities:** Ministry of Health of Indonesia, Ministry of State Secretariat of Indonesia

**Project status:** Ongoing

**Project period:** 2017–2019

**URL of the practice:** N/A

# Thailand: Bokeo Provincial Hospital Development Project in Lao PDR

## Strengthening and improving health care services for mother and child

### Challenge

Despite significant progress in improving public health and efforts undertaken by the Government of the Lao People's Democratic Republic (Lao PDR) in the past decade, many challenges remain. These include issues related to communicable diseases, the growing prevalence of non-communicable diseases, maternal mortality, life expectancy and access to health care services for ethnic groups. These require efforts to build more robust and effective medical care services that are in line with the country's socio-economic growth and increased demand for public health.

### Towards a Solution

Thailand believes that no one should be left behind in the development process. Since the 1970s, Thailand has been working hard to ensure that development in Asia focuses on sustainability and reducing regional disparities to the extent possible. In this regard, Thailand, through the Thailand International Cooperation Agency (TICA), which is part of the Ministry of Foreign Affairs, has been working closely with the Government of Lao PDR in the area of public health, wherein Thailand has extensive expertise, through various forms of development cooperation.

This cooperation began with a series of trainings on more comprehensive development cooperation, which led to the establishment of the Bokeo Provincial Hospital Development Project in 2007. The project provides the hardware, which includes construction of an in-patient department (IPD) and a maternal and child care building and medical equipment; and the software, which includes a series of training courses and on-the-job training for medical officials from Bokeo Provincial Hospital. The goal was to contribute to improving Lao PDR's public health system and medical services.

Phase I focused on building an outpatient department (OPD) and setting up the OPD system. Following satisfactory results from the first phase, Thailand and Lao PDR agreed to further strengthen the hospital's capacity, particularly in the area of maternal and child health. This led to the implementation of Phase II, which involved three main components: (1) construction of the IPD and maternal and child care building; (2) development of human resources in the area of maternal and child care; and, (3) provision of medical equipment for the IPD and maternal and child care.

Project implementation has evidenced that success depends on close cooperation between the two countries. Thailand places great importance on "inclusive" and "participatory" development cooperation. In other words, it considers partners' engagement throughout the process, from project design to implementation and post-project evaluation. From the project's early stages, Thailand and Lao PDR have been working together closely to ensure that the project is demand-driven. During implementation, central government agencies and local authorities in both countries



have played a key role in shaping, adjusting and re-adjusting operations to ensure that they correspond to the needs of the hospital and local communities.

In addition, **through a series of training courses for hospital medical officials (provided by Chiangrai Prachanukroh Hospital) and training on the acquisition and use of medical equipment (provided by Somdej Phra Yupparaj Chiang Khong Hospital in Chiangrai Province, Thailand), interactions among local agencies from both countries have strengthened friendly relationships between Thailand and Lao PDR when it comes to long-term cooperation.** More importantly, the project has helped create a network of border health offices, which include effective referral, EMS and knowledge transfer. In addition, Thailand believes that the provision of human resources and infrastructure development would benefit both the people of Bokeo province and residents of nearby areas.

The Bokeo Provincial Hospital Development Project has paved the way for sustainable development of public health and medical services in Bokeo Province. It offers solid infrastructure for providing medical services in Bokeo and nearby provinces, as well as a systematic networking system between Thai and Lao PDR medical authorities. This system will continue to operate after the project ends, thereby ensuring its long-term sustainability and success.

The South-South cooperation framework has enabled this project to improve the quality of public health services and equip medical officials with knowledge and skills, allowing the people of Lao PDR to achieve a better standard of living, as indicated by SDGs 3 and 17.

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**Project name:** The Bokeo Provincial Hospital Development Project, Bokeo Province, Lao PDR

**Countries/Regions:** Lao PDR, Thailand

**Nominated by:** Thailand International Cooperation Agency (TICA)- Ministry of Foreign Affairs

**Sustainable Development Goal target(s):** 3.1, 3.2, 3.4, 17.6, 17.9, 17.16

**Supported by:** TICA

**Implementing entities:** TICA and Ministry of Public Health of the Kingdom of Thailand

**Project status:** Completed

**Project period:** 2015-2018

**URL of the practice:** N/A

# Medicine Price Bank for the Union of South American Nations

## Strengthening the bargaining power of Governments to obtain better prices for medicines

### Challenge

Governments of all countries face the growing economic impact caused by the increasing cost of medicines, especially those from a single source, and other technologies in the health area. It is known that, for proper health management, access to good quality information is essential to strengthen decision-making on the rational use and management of medicines and, where appropriate, the control or regulation of their prices, for the most efficient application of resources. Access to information on prices negotiated for drugs and other health products that health system stakeholders purchase with public funds is an important tool in this process.

These records - particularly information regarding drug prices - are useful in guaranteeing the transparency of public management processes and ensuring that public resources are allocated efficiently. They are also useful in terms of promoting an international information-sharing network that strengthens the negotiating position of procurement managers and public payers/financiers by providing data on the prices that pharmaceutical companies propose under different circumstances and at different points of the value chain.

### Towards a Solution

To address this challenge, the Group on Universal Access to Medicines (GAUMU) of the Union of South American Nations (UNASUR), with the support of South American Institute of Governance in Health (ISAGS), developed an initiative that aims to strengthen negotiating capacity among decision-makers responsible for drug procurement using public funds. The initiative also serves as an information tool that provides procurement prices in the region as a point of reference. The idea is to share information on the prices each country pays for selected medicines so that countries can strengthen their negotiating position with industry. The Medicines Price Bank of UNASUR (BPMU) will thus strengthen States' bargaining power and ability to negotiate more favourable drug prices.

As part of moving towards a comprehensive medicines policy, since 2012, UNASUR nations committed to creating a database with the prices of publicly procured drugs in all the countries of the region as a negotiating strategy. The objective of the BPMU is thus to strengthen the management capacity of health system stakeholders responsible for procuring drugs and managing public resources and the competent authorities' ability to enforce price controls (where applicable). This is to be achieved via a computerized system with information on drug procurement prices and related data in the UNASUR Member States. The BPMU is a reservoir of information on prices obtained by UNASUR countries through government negotiation, procurement and/or contracts with pharmaceutical companies. Governments provide the information periodically based on previously agreed common definitions.



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Good governance, strong and concrete accountability mechanisms, and greater transparency are key drivers of the United Nations 2030 Agenda for Sustainable Development. Diverse accountability mechanisms and levels of transparency are important to ensure coherent policy in the areas of human rights, trade, intellectual property and public health. Indeed, to earn a fair return on public investment, government stakeholders and public funding providers require clear information on the costs of innovation and the introduction of specific health technologies to the market. Some public databases on drug, vaccine and medical device prices do exist; they are generally referenced to those of multilateral organizations or civil society organizations. However, they address very specific conditions and do not necessarily reflect real and accurate information. Public procurement is one mechanism that some regions have implemented to confront the economic power of the pharmaceutical industry.

The project's main methodological steps involve:

- identifying similar national and regional initiatives, strengths and weaknesses;
- identifying opportunities to coordinate with other regional initiatives;
- developing presentations and analyses of national procurement legislation (by public health system stakeholders);
- holding discussions on how to organize the listings;
- conducting surveys of the relevant legislation of each country involved related to drug policies and purchases (by the systems' stakeholders);
- surveying the information needed for countries to register in the Drug Price Bank System of UNASUR;

- surveying the list of the countries' drugs of interest and standardizing product descriptions;
- obtaining approval of the changes made in the system; and
- providing user training.

**To date, 10 countries have registered purchases of 30 drugs and seven vaccines and a total of 313 procurements from 2011 to 2015 were uploaded.**

The GAUMU coordinator country now manages the platform.

The development of this project has fostered active interaction among the regional technological entities administered by the UNASUR General Secretariat, GAUMU member countries, as well as UNASUR States' public-sector managers of drug purchasing and financing.

As a result of this interaction, BPMU has become a strategic facilitator for the bloc. Furthermore, its consolidation allows dialogue with other regional bodies, such as the Southern Common Market (MERCOSUR), the Andean Health Organization (Organismo Andino de Salud – Convenio Hipólito Unanue (ORA/CONHU)) and the Pan American Health Organization (PAHO). The main advantage of this project is that it can be used as a benchmark for other regions to deal with transparency commitments and public procurement policies for drugs.

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**Project name:** Medicine Price Bank of UNASUR

**Countries/Regions:** Argentina, the Plurinational State of Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname, Uruguay, the Bolivarian Republic of Venezuela

**Nominated by:** ISAGS UNASUR

**Sustainable Development Goal target(s):** 3.8, 17.6, 17.16

**Supported by:** ISAGS and GAUMU (Technical Group on Universal Access to Medicines of UNASUR)

**Implementing entities:** GAUMU

**Project status:** Completed

**Project period:** 2015 –2017

**URL of the practice:** [goo.gl/763453](http://goo.gl/763453)



# Regional Technical Assistance Plan: UNASUR Region Free from Cervical Cancer

## Reduce the incidence rates and eliminate mortality from tumours caused by human papillomavirus in South America

### Challenge

Eleven per cent of deaths from cervical cancer worldwide occur in Latin America (over 28,000 deaths per year), where it is the second most commonly diagnosed tumour among women. Seventy per cent of deaths in Latin America occur in South America, a region where the countries with the highest mortality are concentrated (20,000 deaths/year; Source: IARC's Globocan 2012).

Cervical cancer is an eradicable disease. This is why health authorities in Latin America should be committed to decreasing the incidence and preventing unnecessary deaths from the disease in the region and support the achievement of SDG Target 3.4.

A survey conducted by the network of Latin American National Cancer Institutes and Institutions (RINC) in several countries of the region showed considerable heterogeneity in terms of organized programmes, technologies used and target populations. However, these programmes are also characterized by precarious coverage, low quality and limited provision of the services involved. In general, countries face problems related to access to screening, with long waiting lists, low target population coverage, limited screening of low-risk young women and lack of diagnosis and treatment of cases that test positive.

### Towards a Solution

In recent decades, as a result of scientific and technological advances, the human papillomavirus (HPV) vaccine has emerged as a primary prevention strategy, HPV testing as a secondary prevention strategy and the emergence of other low-cost technologies, particularly visual inspection with acetic acid or Lugol's iodine. These technologies are particularly suitable for areas and populations with very limited access to health services.

The availability of this technology offers Latin America an opportunity to eliminate cervical cancer in the region. In this regard, the South American Health Council (SAHC) of the Union of South American Nations (UNASUR) worked with RINC to develop a five-year technical assistance plan for countries in the region with support from the South American Institute of Government in Health (ISAGS), to curb growth in new cases and prevent avoidable deaths from cervical cancer in the region. The Plan was developed under a mandate from UNASUR's Board of Ministers of Health, with funds from the UNASUR Common Initiatives Fund. The Plan was designed in 2016 and 2017 by experts from the region, in collaboration with the International Agency for Research on Cancer (IARC), PAHO/WHO, the Union for International Cancer Control (UICC) and other leading regional and international institutions.

It focuses on the cross-country transfer of good practices regarding nine components that form the priority work areas developed to achieve the objectives of screening, diagnosis and treatment of precancerous lesions and cancer and vaccination of girls



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against HPV. A web-based technological platform for technical assistance (PlATeAT) is being created to support and strengthen the activities proposed under each of the nine components. This tool seeks to improve professional practices, quality of data and access to information, encouraging constant exchange between all individuals involved in the health system – including policymakers, doctors, coordinators and health workers.

**The Plan has led to bilateral agreements, such as the one between two RINC member states, Argentina and the Plurinational State of Bolivia. It has also been recognized by PAHO as an important and strategic tool in the context of its own Plan of Action for Cervical Cancer Prevention and Control 2018-2030, launched in May 2018.**

Additional achievements of the RINC include: establishing 16 biobanks with samples of tumour tissue for research purposes in 19 Latin American countries; inaugurating the Latin American Hub for Cancer Registries in collaboration with IARC/WHO; and creating the Cervical Cancer Control Working Group, with representatives from screening programmes across the region. This Group has been responsible for developing the basis for the RINC Regional Plan and, since its inception, has been committed to sharing knowledge and strategies. As a result of the Plan and the Working Group, quality control standards for cytology laboratories were created in 2017.

RINC maintained a close relationship with the UNASUR entities, thereby ensuring political and financial

support, and with a network of specialists from Latin American countries, including groups organized by specialty, which allowed regular consultations during the participatory working process. Their contributions were essential in terms of achieving consensus at all stages of preparing the document, from analysing the current status of cervical cancer and the programmes and services in each country, to approving the actions proposed in the Plan. These aspects will also ensure the Plan's long-term sustainability and increase the opportunity to expand its scope by collaborating with international organizations, aiming to achieve a Latin American region that is truly free from cervical cancer.

Implementing the Regional Technical Assistance Plan on Cervical Cancer Control is a complex challenge, given its multi-programmatic approach and, consequently, the need exists to involve and cooperate with Member States from the region with different health systems and levels of development. The first step involved the development, by IBM in partnership with Brazil's Cancer Foundation (Fundação do Câncer), of a technological platform for technical assistance - the core of the initiative - is to monitor, articulate and strengthen the activities proposed under each of the nine components related to screening programmes.

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**Project name:** RINC/UNASUR Regional Technical Assistance Plan: UNASUR Region Free from Cervical Cancer  
**Countries/Regions:** Argentina, the Plurinational State of Bolivia, Brazil, Chile, Colombia, Cuba, the Dominican Republic, Ecuador, Guatemala, Guyana, Honduras, Mexico, Nicaragua, Paraguay, Peru, Suriname, Uruguay, the Bolivarian Republic of Venezuela

**Nominated by:** ISAGS-UNASUR

**Sustainable Development Goal target(s):** 3.4

**Supported by:** The South American Institute of Government in Health (ISAGS) and the Network of National Cancer Institutes and Institutions (RINC)

**Implementing entities:** RINC, National Cancer Institutes and Ministries of Health

**Project status:** Ongoing

**Project period:** Design phase 2016-2017. Implementation phase 5 years (estimated)

**URL of the practice:** [www.rinc-unasur.org](http://www.rinc-unasur.org)





# Cuban Support in the Fight Against the Ebola Outbreak

## Providing medical expertise in response to the Ebola epidemic

### Challenge

The 2014–2016 Ebola outbreak in West Africa was the largest and most complex since the virus was first discovered in 1976. There were more cases and deaths in this outbreak than all others combined. It also spread across countries, starting in Guinea and then crossing land borders to Liberia and Sierra Leone.

Faced with this epidemic, the Secretary-General of the United Nations and the Director-General of the World Health Organization (WHO) called for an international response to aid the populations of the three countries affected by the epidemic.

### Towards a Solution

In response to this crisis, the Government of Cuba decided to participate in this global effort, under the coordination of WHO, calling on the governments and ministries of health of all countries to join the fight against this threat.

The Cuban medical brigades sent to Africa are part of the Henry Reeve International Contingent of Doctors Specializing in Disasters and Serious Epidemics, created in 2005 and composed of health professionals specializing in combating disasters and major epidemics. These volunteers had over 15 years' experience and had worked in other countries affected by natural disasters and epidemic outbreaks.

The 268 Cuban health workers selected, mainly doctors and nurses, received the standard WHO training on infection control in Cuba before leaving for the affected countries to provide direct patient care. They remained there for six months, working in treatment centres for Ebola virus disease (EVD) patients and community clinics.

**The Cuban support helped to contain the epidemic, saving hundreds of lives of both infected people and others potentially threatened by the disease in the three affected countries.**

The Brigade's main challenges included the need for rapid and timely action, the complexity of the epidemic of an unknown disease that is highly contagious, rapidly disseminated and highly lethal and that occurred in countries with fragile health systems. The intervention required health workers to use individual protective equipment and work at high temperatures, while facing other specific environmental, social, cultural and working conditions.

Other countries can replicate Cuba's approach to organizing response to emergencies and epidemic outbreaks. The key to immediate emergency response is to provide specialized training on direct medical care to selected professionals. Coordination with WHO is a good practice, ensuring that the Cuban health workers were fully integrated in the health services in the recipient countries. Response coordination at the global level and among the different response teams with other countries was also important.



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In response to this emergency situation, several heads of state of the Americas attended the Summit of the Bolivarian Alliance for the Peoples of Our America-Peoples' Trade Treaty (ALBA TCP) held in Havana. Participants called for governments' commitment and support to fight this disease in the region. They also agreed to hold a technical meeting of specialists and managers to address prevention of and response to Ebola virus disease, with 278 specialists and managers from 34 countries of the Americas participating.

Subsequently, the International Course for the Prevention and Confrontation of the Ebola Virus was held at the Pedro Kouri Tropical Medicine Institute in Havana, Cuba, for training and preparation in epidemiology, clinic, infection control and personal protection. More than 80 specialists from 18 countries in Latin America and the Caribbean, as well as Mozambique, attended.

Cuban experts also conducted several follow-up missions to guide and evaluate response capabilities in the event that of EVD outbreaks in Central American and high-risk African countries.

South-South cooperation offered a flexible, agile and innovative framework which enabled this type of support. In recognition of this initiative, at the last World Health Assembly in 2017, WHO awarded the Henry Reeve Brigade the Dr. Lee Jong-Wook Public Health Memorial Award, the most important award granted by this organization.

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**Project name:** Cuban Support in the Fight Against the Ebola Outbreak

**Countries/Regions:** Cuba, Guinea, Liberia, Sierra Leone

**Nominated by:** PAHO/WHO

**Sustainable Development Goal targets:** 3.8

**Supported by:** Cuba's Ministry of Public Health (MINSAP), PAHO/WHO

**Implementing entities:** Unidad Central de Colaboración Médica (UCCM, Central Unit of Medical Cooperation) of MINSAP; PAHO/WHO

**Project status:** Completed

**Project period:** October 2014-April 2015

**URL of the practice:** N/A



# Evidence-based Decision-making on Antimicrobial Resistance

## Latin American quality control programme in Bacteriology and Antimicrobial Drug Resistance

### Challenge

Antimicrobial resistance (AMR) affects all countries and endangers the effectiveness of prevention and treatment of infections by viruses, bacteria, fungi and parasites. Antimicrobial resistance occurs when microorganisms (e.g. bacteria, fungi, viruses and parasites) change when they are exposed to antimicrobial drugs (e.g. antibiotics, antifungals, antivirals, antimalarials and anthelmintics). Microorganisms that develop antimicrobial resistance are sometimes referred to as “superbugs”. As a result, the medicines become ineffective and infections persist in the body, increasing the risk of spread to others. AMR is an increasingly serious threat to global public health that requires action across all government sectors and society. It is estimated that 10 per cent of all patients who receive hospital care develop a healthcare-associated infection. In recent years, the Latin America and the Caribbean region experienced a series of outbreaks caused by multi-drug resistant bacteria, impacting lives and hospital costs.

### Towards a Solution

Since the 1990s, Pan American Health Organization/World Health Organization (PAHO/WHO) has recognized the importance of laboratory capacity for AMR surveillance and created the Latin American Antimicrobial Resistance Surveillance Network (ReLAVRA) in 1996 to obtain reliable microbiological data and timely and repeatable information to improve patient care and strengthen surveillance through sustainable quality assurance programmes.

This Network, which was built by Argentina, the Plurinational State of Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, and the Bolivarian Republic of Venezuela, established the Latin American Quality Control Programme in Bacteriology and Antimicrobial Drug Resistance (LA-EQAS), implemented by the Antimicrobial Department of the Instituto Nacional de Enfermedades Infecciosas (INEI) in Argentina. The latter has a dual function: to ensure the quality of surveillance data and to strengthen the countries’ reference laboratories.

LA-EQAS is fundamental in terms of achieving reliable laboratory data, which are the basis of AMR surveillance. Through this initiative, data quality is ensured by standardizing techniques so that the entire region “speaks the same language” and the countries can compare and share solutions. AMR data contributes to reducing infant and maternal mortality, improving population health, and fighting curable and preventable diseases through the use of safe and affordable antimicrobials for all.

**LA-EQAS has strengthened the laboratories of the countries of the Network through training courses, generating reference strains, defining resistance mechanisms, issuing publications and holding online sessions with the countries of the Network.**



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The success of this horizontal cooperation among countries and in triangulation with PAHO/WHO is based on continuity over time, commitment of the health authorities, financial support from seed and resources from PAHO/WHO and the laboratories of the countries, as well as the great leadership and solidarity of the INEI of ANLIS-Argentina.

The annual reports provide the results of laboratory surveillance ([www.paho.org](http://www.paho.org): Relavra). However, the Programme's success is evidenced by the gradual increase in the number of countries that have joined it regularly over time, ensuring that the capacity of the National Reference Laboratories to detect resistance mechanisms continues to improve:

- 2000** Eight countries: the Plurinational State of Bolivia, Ecuador, El Salvador, Guatemala, Paraguay, and Peru
- 2002** Four countries: Costa Rica, the Dominican Republic, Honduras, and Panama
- 2003** Three countries: Chile, Uruguay, and Venezuela
- 2005** One country: Mexico
- 2010** One country: Colombia
- 2018** Incorporation of Belize, Cuba, and Suriname, and the English-speaking countries of the Caribbean is ongoing

This programme is an innovative experience that has managed to standardize processes over 18 years, despite the internal regulations of each country. Horizontal technical cooperation among countries and exchange of technologies applicable to LMIC were key to gradually increasing AMR surveillance capacity. Participating countries were able to replicate the Programme nationally with a positive impact in the quality of laboratory results. Quality and reliability of laboratory results are the cornerstone of adequate antibiotic treatment. The project illustrates networking with clear results that are replicable and adaptable to other public health events, such as arboviral diseases, tuberculosis and mycotic diseases. In the context of the AMR National Action Plans, capacity was strengthened to monitor and evaluate the impact of these plans. The triangulation with PAHO/WHO has helped to ensure sustainability, supported by Member States' mandates and resolutions.

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**Project name:** Evidence-based decision making on Antimicrobial Resistance - Latin American Quality Control Programme in Bacteriology and Antimicrobial drug Resistance (LA-EQAS)

**Countries/Regions:** Argentina, the Plurinational State of Bolivia, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, the Bolivarian Republic of Venezuela

**Nominated by:** PAHO/WHO

**Sustainable Development Goal targets:** 3.1, 3.2, 3.3, 3.8

**Supported by:** PAHO/WHO

**Implementing entities:** Servicio de Antimicrobianos del Instituto Nacional de Enfermedades Infecciosas (I NEI) - Argentina; PAHO/WHO; National reference laboratories of 17 countries in the Americas

**Project status:** Ongoing

**Project period:** 2000- Present

**URL of the practice:** [goo.gl/SyLKTW](http://goo.gl/SyLKTW)

# Towards Universal Health Coverage in the Gran Chaco Region of South America: Argentina, Bolivia, Brazil and Paraguay



Advancing universal health coverage by applying human rights, gender, equity, interculturality and inter-programmatic approaches

## Challenge

The Gran Chaco Suramericano is a region that includes the territory of four countries: Argentina, the Plurinational State of Bolivia, Brazil and Paraguay. Due to socioenvironmental conditions, people living there face water scarcity, lack of basic services and supplies, limited access to markets, and low incomes. This impacts the quality of life and health, especially of indigenous populations and farmers.

## Towards a Solution

To address the above challenge, the four countries decided to undertake a joint South-South and triangular cooperation initiative, under the Pan American Health Organization's (PAHO) Cooperation Among Countries for Health Development (CCHD) framework, to achieve universal access to health care, reduce inequalities and establish inclusive development in the Gran Chaco Suramericano.

The project is a strategic transnational initiative that aligns with the national health policies of the participating countries, which promote Pan-Americanism and seek programmatic convergence with PAHO's Strategic Plan (SP) 2014–2019, "Championing Health: Sustainable Development and Equity", and the SDGs. Its goal is to achieve universal health care access for the population of the South American Chaco, reducing maternal, neonatal and infant morbidity and mortality, combined with social empowerment, an intercultural approach and gender equality. It aims to prioritize indigenous and non-indigenous populations of the Chaco municipalities of the four countries, all within the framework of cooperation among countries.

It encourages such cooperation and horizontal alliances (South-South cooperation and triangular cooperation), optimizing existing capacities, good practices and the countries' experiences. The project takes advantage of the capacity that its partner, Brazil, has developed, with experience in establishing a universal, free and equitable health system, where health care is a right for all.

Examples of cooperation among countries include sharing national capacities and disseminating experiences, such as: (i) Brazil's Indigenous Health Subsystem, characterized by a strategy that is inclusive of native populations in the Unified Health System; (ii) Bolivia's experiences, which prioritize traditional medicine and intercultural health, strengthening the State's institutions among indigenous peoples by creating the Vice Ministry of Traditional Medicine; (iii) Argentina's inter-institutional and Intercultural Network for Native People, SUMAJ KAUSAY (Good living); and (iv) Paraguay's Comprehensive Health Plan, Ñamopuã Ñande Chaco Tesãirã (Improve the health of our Chaco) 2015–2030.



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The governance structure is inclusive, involving all sectors and social stakeholders, recognizing and respecting the worldview of indigenous peoples, led by the Ministries of Health, with the support of PAHO/WHO in each country.

The projects include 20 municipalities in the four countries within the framework of inter-country exchange and cooperation. The achievements include:

- implementing an inter-country coordination and management model for the project, based on its governance model;
- strengthening programmatic convergence between national and local plans;
- increasing the capacity of health services (human resources, endowment and logistics), which focus on mother and child health;
- strengthening human resources skills for maternal and child health care (obstetric emergencies and emergency management of acute respiratory infections and acute diarrheic diseases in children);
- adapting the training experience for indigenous health personnel and building schools for training health promoters in Argentina and Paraguay;
- conducting an analysis on creating cross-border health networks and a pilot experience at the Brazil-Paraguay border (Puerto Mourtinho (Brazil) and Carmelo Peralta (Paraguay)); and
- drafting water security plans and restoring water systems for human consumption in communities and health services.

**The countries have unanimously agreed that the GranChacoSouthAmericanprojectisagoodpractice that has promoted dialogue among key national, local and community/civil society stakeholders and enabled integration, coordination, information exchange, communication and opportunities for partnerships.**

The sustainability of the initiative is built on participatory decision-making so that countries can incorporate their learning, good practices, competencies and evidence into their institutions and social capacity.

Some of the good practices of this initiative that can be replicated are conducted within the framework of inter-country agreements and regional integration mechanisms, for example: (i) capacity-building to develop health situation analyses at local and border areas; (ii) deployment of integrated cross-country health care networks in border areas; (iii) implementation of inter-country action plans to reduce maternal and neonatal mortality; and (iv) support for indigenous organizations in areas where social, health and environmental vulnerability is high.

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**Name of project:** Hacia la Salud Universal de la Población del Gran Chaco Suramericano

**Countries/Regions:** Argentina, the Plurinational State of Bolivia, Brazil, Paraguay

**Nominated by:** PAHO/WHO

**Sustainable Development Goal Target(s):** 3.8

**Supported by:** Brazil, PAHO/WHO

**Implementing entities:** Bolivia- Ministry of Traditional Medicine and Intercultural Health; Argentina-Ministry of Health of the Nation; Paraguay- Ministry of Public Health and Social Welfare; Brazil- Ministry of Health; PAHO/WHO

**Project status:** Ongoing

**Project period:** 2017-2020

**URL of the practice:** [goo.gl/T77nSL](https://goo.gl/T77nSL)

# Technology Transfer for the Production of Influenza Vaccine and Strengthening Regulatory Capacities in Nicaragua

## Triangular cooperation to guarantee access to influenza vaccine

### Challenge

The technological complexity involved in producing high-quality vaccines has led to a decrease in their production around the world, which is now limited to a few manufacturers, putting developing countries in a vulnerable position with regard to production shortages. In the case of influenza vaccine, the situation is aggravated due to the need for seasonal vaccines and in the case of pandemics.

The main challenge in implementing this initiative is to establish strategic cooperation among the institutions involved in the production and regulation of the influenza vaccine, as well as building the capacity of the human resources needed to perform all the critical processes, ensuring quality, safety and effectiveness of locally produced vaccines.

### Towards a Solution

To address this challenge, the Pan American Health Organization/World Health Organization (PAHO/WHO) is supporting an initiative that seeks to establish inter-country cooperation by transferring vaccine technology and strengthening the national regulatory authority so as to guarantee access to vaccines of proven quality, safety and efficacy in Nicaragua. In addition, this project will allow other elements of the health sector, such as the immunization programme, the social security system and the academy, to develop knowledge and practices to respond to the challenges of vaccine production as part of the country's development.

**This project to produce biological and immunobiological products involves technology transfer from the Russian Federation to a production plant in Nicaragua. It is coordinated by PAHO/WHO to strengthen capacities in the area of vaccine regulation and other technologies for health, which will have a positive impact on the health of the people of Nicaragua and other countries of the region.**

The project involves establishing a technical advisory committee, including health professionals and institutions necessary to carry out the planning, production, regulation, use and distribution of the vaccine and particularly, the training of human resources. The committee includes the following members: PAHO/WHO (which coordinates the committee); the Nicaraguan Social Security Institute (INSS); the Ministry of Health (MINSAs)- Pharmacy Directorate; the Nicaraguan regulatory authority (NRA); the National Autonomous University of Nicaragua (UNAN); the Cuban regulatory authority (CECMED); the Scientific Institute of Vaccines and Serums of St. Petersburg (IICVSSPb), Federal Agency for Medicines and Biologicals from the Ministry of Health of the Russian Federation; the Mechnikov Biotechnology Institute in Managua; and the Russian regulatory authority.

3 GOOD HEALTH AND WELL-BEING



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An institutional development plan was prepared to strengthen the regulatory authority in Nicaragua and includes specific actions. Implementation of a quality management system within the NRA, with capacity-building for the staff of the NRA and UNAN, among others, will ensure the availability of human resources who can sustain the project over the long term.

PAHO has supported the project, particularly in coordinating and supporting NRA evaluation, and has assisted with self-evaluation to identify weaknesses and strengthen regulatory functions. It has also sponsored: capacity-building for the NRA in regulatory matters with experts from various countries, particularly Cuba and Chile; and, training on good practices, including manufacturing, clinical, inspections, sanitary licencing and laboratory practices, as well as lot releases. Forty-one professionals have been trained to date, including 17 from the NRA and their institutions, such as UNAN and national medicines manufacturers.

There are significant advances with the NRA following a better understanding of its strategic role in the the project. The NRA is fully engaged in all the activities that PAHO/WHO has facilitated for the implementation of the institutional development plan.

PAHO/WHO have also developed and supported the following: exchanges with universities to include regulatory issues in the curriculum for pharmacists

and other health professionals involved in the project to ensure its sustainability; the allocation of human resources for capacity-building; NRA implementation of a quality management system; and, coordination and monitoring of progress in implementing the 2018 operational plan, which includes all of the actions leading up to the launch of the Mechnikov manufacturing plant this year.

The initiative is innovative because it considers synergies among national regulatory authorities. It is replicable because it can be implemented in any country interested in achieving self-sufficiency in terms of access to influenza and other vaccines and biologicals.

This good practice can be replicated in other developing countries, with the understanding that its replicability requires the support and partnership of a government willing to engage in technology transfer in vaccine and health technologies development. This would result in local development and production, with the support and experience of international organizations such as PAHO/WHO.

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**Project name:** Triangular Cooperation: Technology Transfer Project for the production of influenza vaccine and the strengthening of regulatory capacities in Nicaragua

**Countries/Regions:** Cuba, Nicaragua, the Russian Federation

**Nominated by:** PAHO/WHO

**Sustainable Development Goal target(s):** 3.8, 17.6, 17.7, 17.9

**Supported by:** PAHO/WHO, the Cuban and Nicaraguan Governments and the Russian Federation

**Implementing entities:** The Ministries of Health in Cuba, Nicaragua, and the Russian Federation

**Project status:** Ongoing

**Project period:** 2015-2019

**URL of the practice:** N/A







# Towards the Elimination of Trachoma in Guatemala and Colombia

## Eliminating trachoma by 2022

### Challenge

Trachoma is an infectious disease caused by the bacterium, *Chlamydia trachomatis*. Worldwide, trachoma is responsible for approximately 3 per cent of blindness and has left 8 million people with irreversible visual impairment. In the Americas, trachoma is still endemic in Brazil, Colombia, and Guatemala. Women and children living in scattered, isolated and poor rural areas are the population groups with the greatest risk of trachoma infection.<sup>1</sup>

The challenge is to maintain the prevalence of trachoma below 5.0 per 100,000 inhabitants. A survey conducted in May 2017 found a prevalence of 2.6 per 100,000 inhabitants, which means that Guatemala is on the path towards trachoma elimination in 2022.

### Towards a Solution

Guatemala was able to address this challenge through the World Health Organization's (WHO) Surgery, Antibiotics, Face cleanliness and Environmental improvement (SAFE) strategy, a tool based on primary health care. This strategy to eradicate trachoma-caused blindness by 2020 consists of: (i) surgery performed in the communities; (ii) the annual massive distribution of a single oral dose of azithromycin; and (iii) a reduction in transmission through improved hygiene, face washing and the use of latrines.

The initiative sought to obtain survey data on the prevalence of the disease, which helped to achieve the objective of eliminating trachoma by 2022. These data and the knowledge of the Colombian counterparts on managing trachoma were key to implementing active case search/screening and to analysing information through the Tropical Data platform. Guatemala benefitted greatly from the support of experts in data management and information analysis.

Health personnel from Sololá Department in Guatemala were trained in Colombia by specialized teams from the Colombian Ministry of Health. The teams, composed of four health workers, served as examiners for the ophthalmological evaluations, which involved identifying signs of trachoma in its different stages. In addition, an expert from Colombia came to Guatemala to train the national team to capture information from the survey through the Tropical Data platform, which facilitated analysis and decision-making.

Once the intervention was carried out through the survey, it was possible to determine that the selected areas had a prevalence of less than 5.0 per cent. The results showed that these communities had a 2.6 prevalence, thereby advancing Guatemala's efforts to eliminate trachoma.

Medical personnel were trained to manage the disease, including adequate diagnosis and treatment. Colombian counterparts assisted Guatemala in certifying



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<sup>1</sup> See [www.paho.org/hq/index.php?option=com\\_content&view=article&id=5751&Itemid=4140&lang=](http://www.paho.org/hq/index.php?option=com_content&view=article&id=5751&Itemid=4140&lang=)

trichomatous trichiasis surgeries, helping to build national capacity and contributing to the sustainability of the intervention.

The training of health personnel also included medical ophthalmologists, particularly from the Leon Ophthalmological Center and the “Rodolfo Robles Valverde” Hospital. These facilities will have the capacity to respond to the disease in local communities, leading to the certification of the elimination of trachoma as a public health problem in Guatemala.

**The promotion of good environmental practices in the communities is generating behavioural change by leading to the training of other at-risk communities in the water, hygiene and sanitation (WASH) methodology, as a result of the intervention of the National Disability Programme.** Educational materials have been developed for communities at risk. Progress towards elimination continues under the

leadership of the country’s Ministry of Public Health and Social Assistance and with technical assistance from PAHO/WHO in Guatemala.

The tools and methodologies developed to assess the prevalence of trachoma in this scenario can be replicated in similar contexts and with regard to different diseases/pathologies. The experience is transferable to other countries and locations that need to assess isolated and vulnerable populations. The results of the survey data help policymakers to monitor and evaluate the effectiveness of policy solutions for this disease.

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**Project name:** Support in the trachoma prevalence survey in Guatemala, to achieve elimination in 2022

**Countries/Regions:** Colombia, Guatemala,

**Nominated by:** PAHO/WHO

**Sustainable Development Goal target(s):** 3.3

**Supported by:** PAHO/WHO

**Implementing entities:** PAHO/WHO; Ministry of Public Health and Social Assistance of Guatemala

**Project status:** Completed

**Project period:** January 2017-September 2017

**URL of the practice:** N/A

# Virtual Health Library in the Context of the ePORTUGUÊSe Network

A network to facilitate capacity building and delivery of health information

## Challenge

Although Portuguese is the 6th most commonly spoken language in the world and the most common in the Southern hemisphere, spoken by more than 300 million people in eight Member States across four continents, an ongoing need exists to develop Portuguese content in the health sector. Health professionals from Portuguese-speaking countries in Africa constantly ask the World Health Organization (WHO) to provide them with reliable and up-to-date health information in their own language.

## Towards a Solution

With the support of WHO, an ePORTUGUÊSe Network was designed to support alliances and cooperation among education, research and health care institutions in Portuguese-speaking countries by promoting health and disseminating scientific and technical information and health knowledge. Moreover, the Network makes it possible to apply scientific information and evidence in health systems and helps to overcome language barriers and bridge the know-do gap. It also reflects WHO's principle of multilingualism.

The mission of the ePORTUGUÊSe Network is to strengthen collaboration among Portuguese-speaking countries, promote capacity-building for human resources in health and facilitate access to health information in Portuguese. One of the main objectives is to improve access to health-related information in Portuguese through the development of the Virtual Health Library (VHL) model coordinated by BIREME, a specialized centre of the Pan-American Health Organization (PAHO).

The network is an example of extending the principle of multilingualism to developing countries and constitutes a contribution in terms of achieving the SDGs. It fulfils a long-term demand of health professionals in the African Portuguese-speaking countries (Angola, Cabo Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe, and Timor-Leste) which have continually expressed their need for improved access to health information and knowledge in their own language.

In addition to the main objectives, ePORTUGUÊSe has also: **fostered access to the latest health information at the local, regional, national and international levels; promoted visibility and support for local knowledge production; facilitated the use of knowledge in policy and action by providing relevant information for policymakers and practitioners; built capacity for human resources in health in several areas by providing training in various fields (virtual campus) as the scientific community generates new evidence; contributed to WHO's Global Health Library initiative; contributed to WHO's Hinari initiative, a platform to foster access to research outputs; and contributed to WHO's effort to promote multilingualism.**

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



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The sustainability of the initiative depends on support, mobilization and active coordination within the network. Some of the best practices that can be drawn from this experience and replicated are as follows:

- Digital libraries: Virtual Health Library (VHL): the Latin American and Caribbean Centre on Health Sciences Information provides free access to scientific and technical health information;
- Virtual Health Library of the ePORTUGUÊSe network: VHL was developed to support the work of the ePORTUGUÊSe network;
- Multimedia Library: a collection of resources is available online (only in Portuguese) from Escola Nacional de Saúde Pública Sergio Arouca (ENSP) and Fundação Oswaldo Cruz (FIOCRUZ), Rio de Janeiro, Brazil; and
- BiblioSUS: the Network of Libraries and Health Cooperating Information Units from Brazil (Network

BiblioSUS) aims to increase access to public health information using the VHL model. BiblioSUS develops the ColecionaSUS database of technical and scientific literature from the Brazilian Health System. This web site is available only in Portuguese and is accessible to all.

Physical libraries include the Blue Trunk Libraries (BLT), basic books on health in the Portuguese language donated by the Brazil's Ministry of Health. From 2006 to 2011, 153 BLTs were sent to Portuguese-speaking African countries and 20 to Timor-Leste. The two impact evaluations on the use of the BTL have demonstrated that they continue to be an important source of information, especially in rural areas.

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**Project name:** Virtual Health Library in the Context of the ePORTUGUÊSe Network

**Countries/Regions:** Angola, Brazil, Cabo Verde, Guinea Bissau, Mozambique, Portugal, Sao Tome and Principe, Timor-Leste

**Nominated by:** PAHO/WHO

**Sustainable Development Goal target(s):** 3.b, 4.7

**Supported by:** PAHO/WHO, BIREME, Ministry of Health of Brazil, FIOCRUZ

**Implementing entities:** PAHO/WHO

**Project status:** Ongoing

**Project period:** 2005 –Present

**URL of the practice:** [www.bvs.eportuguese.org](http://www.bvs.eportuguese.org); [www.who.int/eportuguese](http://www.who.int/eportuguese)

# Supporting and Strengthening Sub-regional and post-Ebola Medical Surveillance and Socio-Economic Recovery in West Africa



## Supporting Ebola-affected countries to achieve socio-economic recovery

### Challenge

The West African Ebola Virus Disease (EVD) outbreak of 2014 – 2016 was unprecedented from the start, given that the disease was not endemic among humans in the region. In addition, the scale was unlike any other EVD outbreak recorded. The reasons why the outbreak was so pervasive include the shared fundamental weaknesses in the most affected countries, Guinea, Liberia and Sierra Leone: weak health systems and services; poor governance; a history of civil unrest; and, chronic poverty.

### Towards a Solution

In response to the crisis, UNDP worked to support recovery and help the most affected countries 'build back better,' including through this project, which focused on supporting South-South cooperation at the regional level by building the capacity of West African institutions and training West African experts and practitioners through workshops conducted by these institutions.

The project, Supporting and Strengthening Sub-regional and post-Ebola Medical Surveillance and Socio-Economic Recovery Initiatives in West Africa, sought to tackle socio-economic issues and address public health preparedness needs that arose following the 2014-2016 EVD outbreak in Guinea, Liberia and Sierra Leone. Specifically, it worked to improve regional institutions' operational capacities and support regional early warning responses, mechanisms and policies. This was done through partnerships with the Economic Community of West African States (ECOWAS), the West Africa Health Organization (WAHO) and the Noguchi Memorial Institute for Medical Research (NMIMR) in Accra, Ghana.

**The project led to the systematic transfer of good practices and knowledge within the ECOWAS region overall through WAHO, in cross-border areas in Côte d'Ivoire, Guinea, and Liberia, through the Mano River Union (MRU), and from NMIMR, a research institution based in Ghana, to technical experts in Côte d'Ivoire, Guinea, Liberia and Sierra Leone.** These institutions based in West Africa have gained support to carry out activities pertaining to capacity-building sessions, thus developing their pedagogical strengths and expertise, and also imparted valuable knowledge to public health experts across the region on a wide range of topics, from disease surveillance to information management and risk communication.

The methodology used to "Ensure healthy lives and promote well-being for all at all ages" and "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" included support to enable WAHO to participate in and organize capacity-building workshops to equip health practitioners with the necessary skills to provide health services, manage health data accurately to make good decisions, and promote the prevention of health threats within all levels of society. Concretely, the project



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funded an expert to develop a database of regional health experts who would compose the rapid response team that would respond in the event of a health emergency in any of the ECOWAS member countries. This database is now active and managed by WAHO. It also conducted needs assessments with the Institute Pasteur of Dakar and UNDP on the health and reference laboratories in the three EVD epicentre countries and Côte d'Ivoire. Based on recommendations made following their assessments, UNDP was able to procure laboratory equipment for five laboratories (one per country and two in Sierra Leone), thus strengthening national level disease monitoring capacity in the immediate and long term.

Through the project, WAHO also developed the capacity to mobilize experts with advanced know-how from across Africa to train its health experts on issues such as scaling up emergency coordination in the event of a health emergency and conducting risk communication in crisis settings. This has increased the accountability of all partners involved. In exchange, the approach has also strengthened WAHO's capacity to assume its responsibilities and meet the expectations of its beneficiary countries.

In similar but perhaps more innovative fashion, support from NMIMR for a biomedical research institute based

at the University of Accra, Ghana sought both to enable its experts to train experts in Ghana and to encourage the Institute to adopt a more regional approach. Given its technology and experience, the potential exists to expand its added value across West Africa. The project sought to assist the institute in this regard, facilitating a training of 36 experts in geographic information systems for enhanced disease surveillance and in applying methods to support disease risk assessment and outbreak control.

Throughout the course of the project, 398 experts from all 15 ECOWAS countries and beyond benefitted from 11 training courses and workshops over the 24-month project duration. Through these trainings, many of the participants transmitted what they learned to their respective governmental structures and during subsequent disease response episodes, thereby transferring further their knowledge and supporting sustainable outcomes.

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**Project name:** Supporting and Strengthening Sub-regional and post-Ebola Medical Surveillance and Socio-Economic Recovery Initiatives in West Africa.

**Countries/Regions:** Côte d'Ivoire, Guinea, Liberia, Sierra Leone

**Sustainable Development Goal target(s):** 3.3, 16.a

**Supported by:** Government of Japan

**Implementing entities:** UNDP

**Project status:** Completed

**Project period:** 2016- 2018

**URL of the Practice:** N/A



## Promoting Family Planning

### Building strategic partnerships for family planning with Muslim religious leaders

#### Challenge

Around 214 million women in developing countries who want to avoid pregnancy are not using safe and effective family planning methods, for reasons ranging from lack of access to information or services to lack of support from their partners or communities. Religious leaders and religious institutions can play significant roles by affirming a religious basis for the concept of family planning and by providing information and services to their communities. Yet, many religious leaders and religious institutions have not yet realized their full potential role in advocacy as many oppose family planning. Failing to address women's unmet needs for family planning may endanger the achievement of SDG 3, as well as hamper economic progress and reproductive rights in countries with low contraceptive prevalence.

#### Towards a Solution

To address this challenge, the United Nations Population Fund (UNFPA) in Indonesia provides technical support to the Government of Indonesia to share its experiences through a South-South and triangular cooperation training on strategic partnership with Muslim religious leaders in family planning. Commencing in 2013, the training sought to introduce Indonesia's family planning programme, focusing on how Islam perceives the family planning concept and how the concept takes shape through the support of Muslim religious leaders and Islamic institutions for family planning services and information in settings including schools, hospitals and clinics. These efforts are expected to eventually contribute to the achievement of SDG 3 on health and wellbeing, SDG 5 on gender equality and women's empowerment, and SDG 1 on poverty reduction in the recipient countries.

To facilitate the systematic cross-country transfer of good practices and knowledge, the South-South and triangular cooperation training used unique and innovative methodologies. In-class orientation was set up for discussions on Islamic teachings about family planning. Outreach to the field was undertaken for direct interaction with grassroots resource persons on how Muslim religious leader and Islamic institutions implement Islamic teachings on family planning. Sharing experiences among participants from various countries was also facilitated. This multi-country cooperation was designed to share experiences among all participants from different countries. They developed lessons learned and their own plans of action for implementation in their respective countries upon return.

As a part of its international development policy, the Government of Indonesia provides scholarships to other developing countries to join the South-South and triangular cooperation training yearly. In some cases, the Government also supports sending its officials to carry out follow-up actions together with Muslim religious leaders in the recipient countries. The recipient countries, with the support of their respective UNFPA country office, conduct follow-up actions to apply and replicate the Indonesian



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experience and lessons learned with local communities that have similar background characteristics, i.e. a majority Muslim population.

An evaluation is currently underway to demonstrate the impact of the training. However, several anecdotes that provide examples of successful outcomes have been shared and show significant impact.

The Government of Guinea followed up the South-South and triangular cooperation mission with workshops for religious leaders (Muslim and Christian) in family planning. The workshop produced a statement by religious leaders in Guinea supporting the national family planning programme. While it is difficult to determine causation, contraceptive prevalence in Guinea is increasing, albeit very slowly. The Government of the Philippines is implementing the lessons learned from Indonesia in five municipalities of the Autonomous Regions of Muslim Mindanao (ARMM). Many Muslim religious leaders in the regions are also taking actions to promote family planning through local radio stations.

The Governments of Indonesia and the Philippines agreed to extend the cooperation over the next five years, commencing in 2018. Through the support of UNFPA, the Government of Nepal also carried out follow-up actions by scaling up similar workshops in the

provinces where the proportion of Muslim population is high. The book, Family Planning, Reproductive Health and Gender: Islamic Perspectives, developed by the Indonesian team, has been translated into local languages by UNFPA Nepal. **In Chad and Niger, the UNFPA office invited an Indonesian Muslim religious leader to facilitate workshops on family planning and Islam, attended by its national Muslim religious leaders. With the support of UNFPA, the Government of Mali will also conduct follow-up actions, including inviting Muslim religious leaders from Indonesia to facilitate national workshops on Islam and family planning.**

This had led to successful collaboration and synergies among the Government of Indonesia and recipient countries, with technical support from UNFPA Indonesia and other UNFPA country offices. Nurturing collaboration among Muslim religious leaders from Indonesia and the recipient countries is necessary to ensure that the lessons learned can be applied smoothly in-country and planned outcomes fully attained.

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**Project name:** Cross Cultural Partnerships among Muslim Religious Leaders and Islamic Institutions to Promote Family Planning

**Countries/Regions:** Afghanistan, Algeria, Azerbaijan, Bangladesh, Chad, Ethiopia, Ghana, Guinea, India, Malaysia, Maldives, Mali, Nepal, Niger, Nigeria, Pakistan, the Philippines, Sudan, Sri Lanka

**Nominated by:** UNFPA Indonesia

**Sustainable Development Goal target(s):** 1.4, 3.1, 3.2, 3.7, 5.6, 17.9

**Supported by:** Government of Indonesia and UNFPA

**Implementing entities:** The National Population and Family Planning Board (BKKBN), Ministry of State Secretariat, and UNFPA Indonesia

**Project status:** Ongoing

**Project period:** 2013- Organized annually

**URL of the practice:** [goo.gl/PV21Bf](http://goo.gl/PV21Bf)



# Replicating and Scaling Up the Programme Monitoring and Response Initiative on Child Health and Nutrition in the Eastern and Southern Africa Region



## Using near real-time data to improve health and nutrition services

### Challenge

Most government social service delivery systems in the Eastern and Southern Africa region (ESAR) are characterized by traditional monitoring and evaluation systems that generally monitor inputs/outputs and conduct occasional end evaluations. Limited efforts had been made to monitor the intermediate results of service delivery programmes, for example, identifying and analysing bottlenecks at the appropriate level of decentralization and assessing progress towards outcomes. Furthermore, data was not used adequately to inform planning and programme strategies. This led to an inefficient use of resources by service delivery agencies, ineffective planning and budgeting, and large populations of children who are still underserved.

Thus, there was an urgent need to gather “early warning” data so that intermediate results of government service programmes could be monitored. Moreover, local governments could utilize the monitoring data to make evidence-based decisions to adjust the delivery of public services in a timely manner during the implementation phase, instead of waiting for evaluation results.

### Towards a Solution

In response to this challenge, the United Nations Children’s Fund (UNICEF), the U.S. Fund for UNICEF, and Bill & Melinda Gates Foundation supported the development of the ESAR Programme Monitoring and Response (PMR) Initiative in the region, focusing on service delivery programmes in the health and nutrition sectors. This is the first near real-time monitoring (NRTM) programme of its kind in UNICEF that combines subnational data with community feedback to strengthen evidence-based decision-making and planning to improve health and nutrition outcomes for women and children. **Key to this initiative is support for decentralized governments to synthesize the NRTM of localized supply-side data in health and nutrition with demand-side community feedback. The programme is also striving to instil a culture of data use and application among health staff.**

In 2015, the initiative was rolled out in four pilot countries - Kenya, Swaziland, Uganda and Zimbabwe. Each UNICEF country office has adapted the PMR initiative to its local context. In Kenya, the Government adopted a reproductive, maternal, newborn, child, and adolescent health (RMNCAH) scorecard as an accountability and management tool to drive improvements in child and maternal health. UNICEF Swaziland developed the country’s first Health Management Information System (HMIS) dashboards for use at the subnational level. UNICEF’s SMS-based citizen engagement platform, U-Report, is also used to generate feedback from health facility clients and to promote public health messages. In Uganda, UNICEF has fully automated the RMNCAH scorecard as a dashboard within the District Health Information Software (DHIS2), together with four other NRTM dashboards, including a data quality assurance dashboard, a bottleneck



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analysis (BNA) dashboard, an action tracker dashboard, and a stock management dashboard. In Zimbabwe, UNICEF developed a community-based NRTM system to strengthen the evidence base of the Multisectoral Community-based Approach for Reduction of Stunting (MSCBARS) Programme.

Following these interventions, local health departments in Kenya have used the dashboard data effectively for evidence-based advocacy to raise resources for the health sector. In Swaziland, UNICEF worked with the Government at the national level to standardize input fields in data entry, which has led to improvements in data quality. In Uganda, U-Report findings and data quality assessments at health facilities are having a positive impact on results in the target districts, including reduced drug stock-outs, reduced health worker absenteeism and increased uptake of RMNCAH services. In Zimbabwe, the data have further supported evidence-based planning by four Food and Nutrition Security Committees. This has resulted in more equitable distribution of the limited resources available and a prioritization of interventions to prevent stunting in children, both at the district and subdistrict levels.

The PMR initiative also has a central knowledge exchange component that supports peer-to-peer learning and sharing of solutions among implementing countries and beyond. By facilitating the transfer of knowledge to other countries in Africa and globally, the knowledge exchange system is a key driver for South-South cooperation on NRTM in health and nutrition interventions. At the heart of this knowledge exchange system is an online community of practice (known as the real-time monitoring community of practice, or RTM CoP), which facilitates the sharing of

good practices, lessons and solutions that support further replication of the initiative in the region and globally. The knowledge exchange system also focuses on documenting lessons learned in each pilot country. Ten lessons learned and three case studies have been produced to date, providing valuable knowledge for each country and regionally. In addition, inception meetings, annual reviews and study exchange visits facilitate face-to-face, cross-country knowledge transfer.

To support scale-up and sustainability in each current pilot country, the national and decentralized administrations - not UNICEF - own and drive policy and action related to the use of near real-time data for action in health and nutrition. Moreover, all countries have scale and sustainability measures built into programme design. Going forward, UNICEF's advocacy focuses on institutionalizing the PMR initiative in the national budget for each country.

Given the success of the pilot countries in ESAR and the efforts of the regional initiative to cross-fertilize solutions to other regions, the PMR initiative is currently being replicated in the West and Central Africa region (WCAR). Within ESAR, UNICEF is exploring the possibility of extending NRTM to Malawi, Tanzania and Zambia in 2018. UNICEF is also considering the application of NRTM in other sectors, such as education and water, sanitation and hygiene (WASH).

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**Project name:** Programme Monitoring and Response Initiative

**Countries/Regions:** Kenya, Swaziland, Uganda, Zimbabwe

**Nominated by:** UNICEF

**Sustainable Development Goal target(s):** 2.1, 2.2, 3.1, 3.2, 3.8

**Supported by:** US Fund for UNICEF, Bill and Melinda Gates Foundation

**Implementing entities:** UNICEF country offices in Kenya, Swaziland, Uganda, Zimbabwe

**Project status:** Ongoing

**Project period:** 2014 – Present

**URL of the practice:** [goo.gl/vPXi9r](http://goo.gl/vPXi9r); [goo.gl/8JEmqx](http://goo.gl/8JEmqx)

# Strengthening Africa's Television Dubbing Skills

## Promoting cultural and technological exchanges

### Challenge

Africa is on track towards rapid development and its cultural industries need to be developed simultaneously. As a key component of the broadcast and television industry, dubbing is important not only to introduce outstanding overseas programmes into Africa to promote knowledge and learning, but also to develop the African television and broadcasting industry as a whole. Currently, dubbing in Africa faces two challenges: the lack of professional voiceover actors and actresses and the lack of professional dubbing technology.

These challenges can be observed particularly in the United Republic of Tanzania. Given economic and social development advances, demand is rising for wider television broadcast coverage and richer programme content, especially for learning. The translation of foreign TV programmes is an important source for content providers. Therefore, international support in dubbing, including technologies and skills, are greatly needed.

### Towards a Solution

To help improve the capacity of voiceover acting and its relevant technologies in Tanzania, the China-Africa Business Council (CABC), together with its partner, Tanzania Broadcasting Corporation, proposed a practical training programme to promote Africa's broadcast television dubbing skills. It includes the following activities:

- on-site research on the broadcasting and dubbing industries in Tanzania;
- selection of trainees from Tanzania for a professional training course in China;
- workshops to summarize the training experience; and
- promotion of dubbing technologies in Tanzania and other African countries.

In cooperation with Tanzania's national television network and other relevant agencies, the project implementation group, StarTimes (a Chinese multinational media company), sent Chinese technical experts to Dar es Salaam, Zanzibar and Arusha, Tanzania. Through research and analysis of the local media environment, development status, and the translation programme and dubbing market, a set of technical solutions was designed to improve the level of voiceover services in the country. In addition, dubbing actors and actresses and recording technicians from Tanzania were selected to come to China for technical training, guidance in dubbing and recording, and support in voice and recording technology. As a result, they mastered China's voice and recording technology at the highest level.

The training courses include three phases in which students are provided with advanced dubbing equipment (hardware and software) that best suits Africa's current situation. Students are trained with the support of high-quality dubbing and post-production and finished projects. Students also attend detailed engineering demonstrations and receive dubbing materials, footage and other internal documents. At the end of

4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS



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each phase, a performance evaluation is conducted, followed by a workshop to summarize the training experience and outcomes.

**The Tanzania dubbing technology training has achieved positive results and has become increasingly popular. Indeed, it has been recognized by other African countries on account of the design of its training standards, the training of professional voices and recording engineers, and sound design. In addition, it has promoted Sino-African cultural and technological exchanges.**

The following results were achieved:

- The African local language dubbing training was designed. During the teaching process, a set of well-established training standards for local language dubbing techniques were established that can be replicated and promoted in dubbing training in other parts of Africa;
- A body of Swahili-language dubbed works were developed. As part of the training programme, by the end of December 2017, the students produced a number of Swahili-language dubbed works, including 19 television series, nine films, two cartoon shows and one documentary. After

revision, fine-tuning and mixing, they met broadcast requirements and some were broadcast in Africa. They serve as useful templates and tools to help African audiences understand the dubbing process and learn techniques that can be used for replication in other countries and to ensure the programme's sustainability;

- The students' activities and the programme elicited a strong reputation. As the training course proceeded, students' skills improved greatly. They then participated in two forums - the Belt and Road Forum for International Cooperation and the Seventh African Digital Television Development Forum - and held a performance that was praised by both the actors and the training class; and
- The training programme boosted cultural and technological exchanges between China and Africa. The programme also provided trainees with a platform for cultural exchanges between China and Africa, thus attracting more attention to Africa's dubbing sector.

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**Project name:** Strengthening Africa's Broadcast Television Dubbing Skills

**Countries/Regions:** China, the United Republic of Tanzania

**Nominated by:** China International Centre for Economic and Technical Exchanges (CICETE)

**Sustainable Development Goal target(s):** 4.4, 8.1, 17.8

**Supported by:** China-Africa Business Council and Tanzania Broadcasting Corporation

**Implementing entities:** China Africa Business Council and StarTimes

**Project status:** Completed

**Project period:** November 2016-October 2017

**URL of the practice:** <http://en.cabc.org.cn>



# Teaching Spanish as a Foreign Language

## Cultural exchange and cooperation for tour guides and Asian students

### Challenge

According to the United Nations World Tourism Organization (UNWTO), Asia and the Pacific led worldwide growth in international tourism in 2016 with a record 308 million international tourist arrivals, constituting an increase of 9 per cent, or 24 million people over 2015. This is the highest increase recorded, in both relative and absolute terms, across the five UNWTO regions.<sup>1</sup> The number of Spanish-speaking tourists visiting Asia also increased. Tour guides in the region realized that they need to learn Spanish to provide a better service to this new and growing market.

### Towards a Solution

To address this need, in 2012, the Colombian Government introduced a cultural exchange programme for Asian tour guides and graduate and undergraduate students, providing them with the opportunity to come to Colombia to learn Spanish as a second language. The Colombian embassies in each country, as well as those of the participating countries and universities involved, are the main partners for recruiting interested students.

This initiative strengthens cultural exchange and international cooperation between Colombia and Asia<sup>2</sup> by teaching Spanish as a foreign language and promoting Colombia's linguistic, cultural and touristic values. It is also important for Asian tour guides to strengthen their interaction with Spanish-speaking tourists and offers Colombia a great opportunity to establish itself as a major destination to learn Spanish. The programme seeks to contribute to the achievement of SDG 8 as these exchanges create greater and better employment opportunities when tour guides return to their countries in Asia, which in turn generates greater economic growth for the tourism and hotel sector in the region.

The programme is developed in Colombian universities recognized as offering high-quality Spanish instruction. They offer a language course that lasts one academic semester (four months), with 15 hours of instruction per week. To provide beneficiaries with internationally recognized certification of their language proficiency, the International Service for the Evaluation of the Spanish Language (SIELE) exam is administered at the end of the course.

In addition to these academic activities, volunteer activities are promoted among Asian students, including volunteering 10 hours/week in community projects, which provides them a deeper understanding of Colombian society. This helps to achieve SDG 4 as the exchange students learn Spanish in high-quality educational institutions



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<sup>1</sup> See [www.e-unwto.org/doi/pdf/10.18111/9789284419029](http://www.e-unwto.org/doi/pdf/10.18111/9789284419029)

<sup>2</sup> The main countries involved are: (in ELE Focalae): Australia, Brunei Darussalam, Cambodia, China, Indonesia, Japan, the Republic of Korea, Lao PDR, Malaysia, Myanmar, Mongolia, New Zealand, the Philippines, Singapore, Thailand and Viet Nam; (in ELE Asia +): Bangladesh, Bhutan, India, Maldives, Nepal, and Sri Lanka.

and also acquire valuable knowledge about social and political conditions in a Latin American country as complex as Colombia. This is highly innovative, since it is a new way to strengthen cooperation between two regions such as Eastern Asia and Latin America, characterized by developing countries with similar and complementary economic dynamics.

**Due to the success of this initiative, interest in applying to the course is growing among Asian tour guides and students. Consequently, in 2017, the ELE Asia + initiative was created in order to extend the benefits of the ELE Focalae programme to other countries in the region, such as Bangladesh, Bhutan, India, Maldives, Nepal, and Sri Lanka.**

Additionally, and as a complement to these two projects, the Colombian Government decided to incorporate the ELE in ASIA Competition, in which teachers from universities and learning centres that welcome scholars from the ELE Focalae and ELE Asia + initiatives can apply to teach a short Spanish course at a university in China, Indonesia, Thailand, or Viet Nam, thus strengthening their professional skills and knowledge of Asian culture. Moreover, cooperation agreements can be signed with their counterpart Asian universities.

Since 2013, a total of 223 tourist guides, journalists who specialize in tourism, and undergraduate and graduate students from East Asia have benefitted

from the initiative, which opens the door to cultural and commercial exchange and growth in tourism from Asia to Colombia. In addition, it contributes to the internationalization of Colombian educational institutions and consolidates the country's range of Spanish language teaching programmes.

During these five years, nearly 1,128 people have participated in the initiative and applications increased by more than 74 per cent from 2013 to 2017, which reflects the growing interest in Latin America in Asian countries. In 2018, the Government of Colombia decided to continue this initiative, offering 60 new scholarships.

It is important to highlight that this good practice has benefitted all the countries that are part of the FOCALAE forum. The development of similar projects is important because good practices like this one can benefit not just two, but many countries. To replicate this project, the host country must have universities certified to teach Spanish so that they can offer quality courses.

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**Project name:** ELE-FOCALAE and ELE-ASIA+ Programs, Spanish as a foreign language

**Countries/Regions:** Colombia and Countries in Asia (Bangladesh, Bhutan, Cambodia, China, India, Indonesia, Japan, the Republic of Korea, Lao PDR, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Philippines, Singapore, Sri Lanka, Thailand, and Viet Nam)

**Nominated by:** Colombian Presidential Agency for International Cooperation (APC-Colombia)

**Sustainable Development Goal target(s):** 4.9, 4.10, 8.2, 17.3, 17.6

**Supported by:** Colombian Ministry of Foreign Affairs, Icetex, Caro y Cuervo Institute, Colombian National Natural Parks.

**Implementing entities:** APC-Colombia, Colombian universities that have recognized programmes for teaching Spanish (Universidad Autónoma de Bucaramanga and Santo Tomás de Aquino University in Bucaramanga; Eafit and Pontificia Bolivariana University in Medellín; Gran Colombia University in Armenia; Caldas University in Manizales; Pontificia Universidad Javeriana and La Sabana University in Bogotá; and EHE Spanish Institute School in El Socorro, Santander)

**Project status:** Ongoing

**Project period:** 2013–2018

**URL of the practice:** [goo.gl/hh5E9o](http://goo.gl/hh5E9o)

# Transferring a Higher Education Model from Colombia to Côte d'Ivoire

## Providing higher education opportunities to address inequality

### Challenge

Côte d'Ivoire is a young country whose economy is strongly reliant on its natural resources, which are mainly agricultural (cocoa, coffee, cotton, palm oil and rubber), and mining. However, despite strong prospects for economic growth, the country evidences significant social inequality, with more than 42 per cent of the population below the poverty line and more than 60 per cent unemployed or working in the informal sector.

In addition, 38 per cent of the population is under 18 years of age. They live primarily in rural areas and no efficient higher education model exists to meet the demand. The current model fails to offer: (i) higher education that can meet the needs of the productive sector and improve students' living conditions; and (ii) an educational model that maximizes the opportunities for the most vulnerable segment of the population to access higher education (currently less than 20 per cent attend universities).

### Towards a Solution

Seeking to contribute to Côte d'Ivoire's sustainable social development and economic growth through higher technological education, the Minuto de Dios University (UNIMINUTO) cooperated with an Eudist faith-based organization, Jesus and Mary Congregation in Côte d'Ivoire. Based on its previous academic experience in Colombia, the university sought to identify the availability, quality, accessibility and relevance of higher education to the country's social and economic needs. UNIMINUTO found that Côte d'Ivoire's current higher education system was not adequate to counter strong social and gender inequalities or efficient enough to address high unemployment, which leaves the majority of people no choice but to work in the informal sector.

In this context, UNIMINUTO proposed to establish the *Institution Universitaire Technologique Eudiste d'Afrique* (the Eudist technology university of Africa, IUTEA) based on the UNIMINUTO model applied in Colombia. This model will provide concrete solutions to the above challenges through:

- Balanced learning – education that fosters principles and values with a focus on social responsibility;
- Practical training – a balance between theory, practice, adaptation and use of laboratories and technologies; and
- Relevant and diversified training – programmes aligned with the strategic sectors defined by the Government and the productive sector with specializations in various areas of knowledge.

To launch this project and strengthen the relationship between both governments, APC-Colombia provided support for meetings among institutions from the Ivorian and the Colombian Governments. Participants included Côte d'Ivoire's Ministry of Higher Education and Scientific Research, APC-Colombia, the Colombian Ministries of

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8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITY



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Education and Foreign Affairs, Côte d'Ivoire's Primacy and Vice Presidency, the Chamber of Commerce and Industry, and foreign institutions such as the Italian Episcopal Conference.

IUTEA seeks to develop educational opportunities for people, without distinction by race, sex, social class or religion, who do not have access to higher education because of quotas that affect their acceptance to public universities and the high costs of private ones. Additionally, IUTEA promotes the development of continuous training projects through Certificates of Professional Aptitude (CAPs) for people without secondary education who need to develop work skills and productive projects. Finally, IUTEA aims to develop research projects that can contribute to social development and economic growth and are related to the following areas: entrepreneurship, social innovation, food sovereignty and overcoming poverty through a solidarity economy.

**Thank to resources provided through triangular cooperation among Italy, Colombia and Côte d'Ivoire, IUTEA was built in the Yopougon-Abijan district and the academic programmes were developed (eight in agroecology, administration, computing and civil constructions, offering four undergraduate degrees and four higher technical programmes). Additionally, 47 Ivorian teachers were trained to become IUTEA professors through the Virtual Course of Teaching in Higher Education. IUTEA obtained all the authorizations needed to open the university and initiate teaching activities in February 2018.**

The project hired a local administrative work team; eight students from the first year of general education began their training at IUTEA; and 147 people were trained in agroecology courses-workshops on urban agriculture with recyclable materials.

If other countries are to replicate or adapt the UNIMINUTO model, their social, educational and economic contexts need to be similar to Colombia's. Any entity that seeks support for the partial or total transfer of the UNIMINUTO model must:

- share the vision of UNIMINUTO in combating poverty and creating social inclusion;
- participate actively to build local capacity;
- demonstrate a high social awareness, particularly regarding principles of good governance, transparency and the optimization of available resources;
- have enough resources to finance the technical assistance; and
- ensure that the law in the replicating country adheres to the copyright criteria and intellectual property rights of UNIMINUTO.

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**Project name:** Transfer of the UNIMINUTO higher education model to the Jesus and Mary Congregation in Côte d'Ivoire for the creation of the Technological University Eudist of Africa (IUTEA)

**Countries/Regions:** Colombia, Côte d'Ivoire, Italy

**Nominated by:** APC-Colombia

**Sustainable Development Goal target(s):** 4.3, 4.4, 4.5, 4.7, 4.b, 8.3, 8.5, 8.6, 8.8, 8.9, 8.b, 10.1, 10.2, 10.3, 10.4, 10.b

**Supported by:** UNIMINUTO, Congregation of Jesus and Mary - CJM Vice-Province of Africa, Government of Côte d'Ivoire, Government of Colombia, Italian Episcopal Conference

**Implementing entities:** UNIMINUTO, Congregation of Jesus and Mary - CJM Vice-Province of Africa

**Project status:** Ongoing

**Project period:** 2015–2025

**URL of the practice:** <http://iutea.edu.ci>, <http://uniminuto.edu>



# Mexico-Uruguay Early Childhood Initiative: Art, Human Rights and Citizen Coexistence

## Addressing the educational needs of vulnerable populations to prevent violent behaviour in early childhood

### Challenge

The city of Ciudad Juárez, Mexico has been one of the municipalities most affected by violence over the last few years. High homicide rates have left a significant number of orphaned children. They are neglected by their families and teachers and also by public policies. Children and adolescents experience family- and gang-related violence, stress, anguish and anxiety, as well as other disorders and addictions. These issues are reflected in school violence, bullying and other behavioural problems.

### Towards a Solution

To address this challenge, Mexico and Uruguay developed an initiative “Early Childhood: Art, human rights and citizen coexistence” to strengthen human rights education from early childhood through art in schools located in violence-prone areas intended to reduce all forms of social discrimination.

The initiative targeted children from 3-8 years old, their families, teachers and tutors and sought to achieve the following SDGs: SDG 4 (Quality Education), SDG 16 (Peace, Justice and Strong Institutions), and SDG 17 (Partnerships for the Goals).

Each participant/partner - Montevideo, the capital of Uruguay, and Ciudad Juárez - addressed these objectives from different curricular and methodological strategies, which strengthened project ownership and helped improve the results. The starting point in both countries was to invite schools to join the project by carrying out activities to prevent violence and discrimination.

The main project activities were structured around two intervention areas. The goals were to:

- develop an artistic dimension in institutional education projects (*Proyecto educativo institucional, PEI*) by promoting a sense of belonging, cooperation and respect for differences within the learning communities; and
- enhance teaching skills by “problematizing” teaching practices; that is, using case studies to solve an issue or a problem to contribute to children’s development in terms of creativity, emotional expressions and affection.

In general, **the project was successful in advancing a pedagogical model that efficiently integrated art and human rights through a defined curricular content and an educational road map.** The model proved suitable for implementing prevention actions targeted at children and adults and for developing workshops to train educators using a methodological guide. Although it is still too early to measure the actual effectiveness of those materials, they have become a permanent reference material for users.

In the pilot schools, four types of workshops were conducted for parents who were educated in performing arts (puppetry), visual arts and human rights.

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Through each workshop, students were given tools to interpret stories using puppets. The main themes of the stories were human rights and prevention of bullying. Each school was equipped with didactic and literary material, a suitcase-theatre with puppets, an art mural and a course to make their own glove puppets.

The workshops helped the project achieve progress towards an effective pedagogical transformation by designing an intervention model in which the educational community was responsible for designing and putting into practice actions that integrate human rights and arts in each school. The teams formed in the training sessions provided inputs and produced working tools to address problems affecting priority groups (including families, children, co-workers and local organizations).

The training sessions yielded important results in terms of knowledge-building and acquisition. They also helped to develop practical capacities that increased the recipients' critical abilities in reading, interpreting and understanding human rights perspectives.

In terms of sustainability, partnerships with other institutions and public entities were established in both countries. These have helped to ensure the project's continuity and its incorporation into the public agenda.

The project has produced two important achievements that will enable the results to be replicated:

- In Mexico, the series of DENI programmes ([www.deni.org.mx](http://www.deni.org.mx)) is currently being produced. They incorporate the project's themes in a language and format adapted to children and have been incorporated as a work tool in Mexican schools; and,
- In Uruguay, under the National Human Rights Education Plan, the Ministry of Education and Culture has committed funds to finance additional hours for teacher training activities in Montevideo and follow-up in three new schools pilot.

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**Project name:** Mexico-Uruguay Early Childhood Initiative: Art, Human Rights and Citizen Coexistence

**Countries/Regions:** Mexico, Uruguay

**Nominated by:** Mexican Agency for International Development Cooperation (AMEXCID)

**Sustainable Development Goal target(s):** 4.1, 16.1, 17.9

**Supported by:** Mexico-Uruguay Joint Cooperation Fund

**Implementing entities:** In Mexico: Chihuahua State Human Rights Commission (CEDH), SUPERARTE A.C. In Uruguay: Montevideo City Council, Solís Theatre.

**Project status:** Completed

**Project period:** 2015–2017

**URL of the practice:** CEDH Report (in Spanish) [goo.gl/T6Ybua](http://goo.gl/T6Ybua); Video (in Spanish) [goo.gl/pmk4Jx](http://goo.gl/pmk4Jx)

# Reciprocal South-South Personnel Exchange within the Framework of Institutional Cooperation

A versatile methodology for knowledge-sharing and capacity-building to achieve Agenda 2030

## Challenge

The problems posed by gender inequality, lack of access to vocational training for youth and a lack of psychosocial counselling for the disadvantaged are three crucial problems that prevent the full realization of human potential. These problems are especially prevalent in Southern countries. Key strategies for poverty alleviation should address the causes that hinder progress towards achieving gender equality, help youth achieve marketable skills and link them to the labour markets, and ensure that specific groups, such as the disabled and victims of violence, are treated with added care.

## Towards a Solution

FK Norway is a grant management agency under the Norwegian Ministry of Foreign Affairs, mandated to facilitate and support the exchange of personnel within the framework of institutional cooperation, entitled FK-Exchange. The key component of this initiative involves seconding professional staff from a home organization to work for a year with a host partner in another country, building on the assumption that they both have something to contribute and something to learn and take home.

**The mutual embedding of professionals in each other's organizations allows for sharing knowledge and exchanging skills and ideas. The human element also creates better understanding and trust between organizations. The knowledge gained is sustained in the form of improved working methods and other forms of permanent capacity-building, even after the exchange programme ends.**

International networks of public agencies, private sector companies and civil society organizations are involved in the programme. The participants come from a wide range of professions relevant to the SDGs.

The FK Norway facilitation concept provides for planning and review meetings, home/host partner training, and preparatory courses and debriefings for the participants who go abroad. More than half of the programme is based on South-South and triangular exchanges. At any given time, there are about 50 active South-South and triangular partnerships with approximately 250 professionals working abroad. Between 2001-18, some 160 South-South and triangular partner networks exchanged more than 3,000 people from Africa, Asia, and Latin America.

Examples of exchanges between countries of the South include the following:

- The Forum of African Women Educationalists (FAWE) is a project that operates through national chapters in Africa to promote girls' and women's education. With support from Norway, it aims to build institutional capacities and competencies in the FAWE national chapters in Kenya, Malawi, the United Republic of Tanzania, Uganda, and Zambia, by exchanging professional staff to help them gain more expertise



in lobbying and advocacy. This is done in order to ensure knowledge- and skills-sharing, particularly in the fields of media and communications, lobbying and campaigning.

A total of 30 staff members with relevant skills have been exchanged among the FAWE network members, each remaining abroad with a sister organization for a year. This has enabled exchange of knowledge, skills and ideas on the operational level and improved the overall functioning of the FAWE network. It also included improving and strengthening advocacy and lobbying tools and improving resource mobilization among the participants; and

- The FUNDATED and CEDEHCA Exchange Project seeks to strengthen and improve psychosocial treatment in Guatemala and Nicaragua among communities where the following NGOs *Fundación Asistencia Técnica para el Desarrollo* (FUNDATED) in Guatemala and *El Centro de Derechos Humanos, Ciudadanos y Autonómicos* (CEDEHCA) in Nicaragua work. The programme targets two groups: children with disabilities in Guatemala and female victims of violence in Nicaragua. The project facilitates the strengthening of psychosocial treatment and medical skills by exchanging staff between the two organizations/countries. These exchanges allow for knowledge- and skills-sharing at the operational level as well as building the capacities of FUNDATED and CEDEHCA.

For FUNDATED, the project has strengthened a process aimed at improving knowledge, skills and strategies in working with children and youth with learning disabilities and youth at risk of substance abuse. CEDECHA has embarked on a programme of mobilizing children and youth in the communities to identify and attend to youngsters with learning disabilities and victims of violence at an early stage. It has invited psychologists and psychology students to participate to strengthen the work.

The exchanges also provide a longer-term effect through the motivational and inspirational aspect of working abroad for a year. Some evidence shows that when participants return home, they engage more actively in community and public life and increase their employment opportunities.

An innovative aspect of the programme is its completely horizontal design, whereby all parties in the network come to the table both to learn and contribute skills and knowledge. The recognition of the value of everyone's knowledge creates greater ownership, participation and sustainability.

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**Project name:** Reciprocal South-South Personnel Exchange within the Framework of Institutional Cooperation

**Countries/Regions:** Countries in Africa, Asia, and Latin America

**Sustainable Development Goal target(s):** 4.7, 17.9

**Supported by:** FK-Norway

**Implementing entities:** Public agencies, private sector companies, NGOs and CSOs

**Project status:** Ongoing

**Project period:** 2001-Present

**URL of the practice:** [www.fredskorpset.no](http://www.fredskorpset.no)

# Establishing a Learning Centre for the Development of Sustainable Agriculture Based on Thailand's Sufficiency Economy Philosophy

Providing knowledge and skills necessary for an efficient and productive management of the agriculture sector

## Challenge

Although a very high percentage of the Lao People's Democratic Republic (Lao PDR) population - approximately 80 per cent - works in agriculture, people still lack a solid understanding of and know-how in agricultural management. This poses a challenge to Lao PDR in terms of its agricultural productivity.

## Towards a Solution

Thailand has thus developed initiatives designed to provide relevant knowledge and the skills needed to tackle the issue. Between 2010 and 2016, the Thailand International Cooperation Agency (TICA) provided a range of support for the Dongkhamxang Agricultural Technical School, including scholarships for personnel, teaching materials and laboratory facilities. In 2016, the agency established a learning centre for the development of sustainable agriculture, based on the application of the Sufficiency Economy Philosophy (SEP). **The learning centre was intended to serve as a hub that would generate and disseminate knowledge of skills in sustainable agriculture practices, which would ultimately improve the quality of life for students, teaching staff and the wider community.**

This learning centre was established based on an agreement between Thailand and Lao PDR to address the challenges of agricultural productivity in Lao PDR and, specifically, agricultural management, resulting from a lack of know-how and a solid understanding of agricultural management. The learning centre was developed to provide the relevant knowledge and skills needed to manage the agriculture sector efficiently and productively, simultaneously helping the people of Lao PDR to achieve SDGs 1, 2, 4, 12 and 17.

The SEP stresses a balanced way of life in which the economic, social, environmental or cultural dimensions may not be pursued at a cost to another dimension. It is essentially a way of thinking that guides conduct at every level of society, from the individual to the country, to achieve sustainability. Its three overriding principles are moderation, reasonableness and self-immunity, with the application of knowledge and morality. Practices focused on sustainable agriculture should therefore be the result of a moderate, reasonable and prudent decision-making process, based on consideration of the four dimensions referred to above and on knowledge and morality.

Following SEP guidance, the learning centre covers a wide range of learning stations, such as organic farming, including organic fertilizer and Good Agriculture Practices (GAP), animal husbandry, and handicrafts and household accounting. However, due to a growing interest and demand from the community, the scope and scale of the learning centre is expected to grow even further. Its three phases have involved many activities, including a study visit to Thailand by 16 executives and teaching staff from

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the school in phase I (October 2016-March 2017); the establishment of the learning centre; a meeting of the Project Steering Committee (PSC); four training courses for teaching staff on management of the learning centre, farming and production management, productivity improvement and marketing; introduction of teaching approaches to be used at the learning centre; a youth seminar on sustainable agriculture based on SEP; and a study visit to Thailand in phase II (April-September 2017). While phase III is still underway (October 2017-September 2018), it has drawn a host of visitors, including teaching staff from 40 educational institutions, 100 students and 30 farmers. Workshops have also been held on agricultural entrepreneurship and professional services.

In this context, the learning centre has helped Lao PDR to make progress toward reaching the targets of several SDGs, including *Goal 1*: ensure mobilization of resources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries to implement programmes and policies to end poverty in all its dimensions; *Goal 2*: increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development, and plant and livestock gene banks to enhance agricultural productive capacity in developing countries; *Goal 4*: by 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including through education for sustainable development and sustainable lifestyles; *Goal 12*: by 2030, achieve the sustainable management and efficient use of natural resources; and, *Goal 17*: leverage

global partnerships through technology transfer, capacity building, multi-stakeholder partnerships.

The process of establishing the learning centre and learning how SEP can help achieve sustainable agriculture has led to close interaction among, for example, agriculture sector staff from both countries, leading to systematic, cross-country transfer of the good practice and knowledge through the South-South cooperation framework. This participatory approach has allowed Laotian stakeholders – teaching staff and students – to gradually begin to take responsibility for operating the learning centre. (This has become more visible since phase III.) Additionally, this learning centre has proven to be innovative in that, as Thailand's homegrown approach to sustainable development, SEP has been implemented for the first time in Lao PDR.

After the first learning centre was created, two others, located at Khammoune Technical Vocation College and Sekong Integrated Technical Vocational School, were established outside of Vientiane in 2018.

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**Project name:** Establishing a Learning Centre for the Development of Sustainable Agriculture based on the Application of SEP at the Dongkhamxang Agricultural Technical School in Lao PDR

**Countries/Regions:** Lao PDR, Thailand

**Nominated by:** Thailand International Cooperation Agency (TICA)-Ministry of Foreign Affairs, Thailand  
Sustainable Development Goal target(s): 1.a, 2.a, 4.7, 12.2, 17.6, 17.9, 17.6, 17.17

**Supported by:** TICA-Ministry of Foreign Affairs, Thailand

**Implementing entities:** Thailand: Udon Thani College of Agriculture and Technology, Office of Vocational Education Commission, Ministry of Education, Thailand; Lao PDR: Dongkhamxang Agricultural Technical School

**Project status:** Ongoing

**Project period:** 2016- 2018

**URL of the practice:** [goo.gl/XEGKeR](http://goo.gl/XEGKeR)

# Enhancing Teacher Education for Bridging the Education Quality Gap in Africa

## Enhance teacher training in sub-Saharan Africa via Information and Communication Technology

### Challenge

The fact that there are more schoolchildren in the world than ever before reflects evident developmental progress. However, many of these children still don't leave school with basic literacy or mathematical skills. The main reason for this is a shortage of well-trained teachers. Teachers are the most critical factor in the quality of education and student learning outcomes, so a shortage of trained teachers jeopardizes the quality, inclusiveness and equity of education. While the acute shortage of well-qualified teachers is a global concern, the largest shortage is found in sub-Saharan Africa.

### Towards a Solution

Launched in 2012, the UNESCO-China Funds-in-Trust (CFIT) is a flagship project on enhancing quality teacher training in Africa through South-South Cooperation. With the support by the government of the People's Republic of China, UNESCO has leveraged USD 12 million to provide dedicated support to 10 African countries.<sup>1</sup>

The project aims at using Information and Communication Technologies (ICTs), including computers, the internet, and mobile devices to support target countries in enhancing the capacities of their teacher training institutions. The aim is to increase the quantity and improve the quality of both pre- and in-service teachers. The project contributes to the achievement of the SDGs, particularly SDG 4 on inclusive and equitable quality education, and especially target 4.c on increasing the supply of qualified teachers through international cooperation for teacher education/training in developing countries, as well as SDG 9 on infrastructure and innovation.

More specifically, the CFIT project supports a selected number of targeted national key teacher training institutions in the beneficiary countries by:

- Strengthening existing pre-service programmes, particularly through ICT-supported blended training programmes and successful ICT supported innovations;
- Strengthening teachers' continuous in-service professional development, particularly through blended learning modalities and successful ICT supported innovations;
- Enhancing the capacity of teacher trainers with ICT competencies to improve the quality of teaching and learning; and
- Improving networks of teacher education/training institutions for promoting knowledge-sharing on effective strategies and teaching practices.

**Since 2012, the project has conducted over 100 training workshops and trained over 10,000 teacher educators. More than 230 teacher training modules or policy documents have been developed or revised, and are being institutionalized. Over 2,400 pieces of equipment were purchased and installed. Seven online**

<sup>1</sup> Congo, Côte d'Ivoire, DR Congo, Ethiopia, Liberia, Namibia, the United Republic of Tanzania and Uganda (since 2012) as well as Togo and Zambia (since 2017).



## teaching and learning platforms and three digital libraries were established, linking over 30 teacher training institutions.

While the project defined a set of common objectives, local stakeholders in every one of the ten beneficiary countries were able to set priorities and design strategies to meet national and local needs. In-country stakeholders are able to build synergies between the project and similar national or regional initiatives supported by other partners. “Whatever learning material is developed through the support of other donors, we make it available online and integrate it in the platform that has been developed by the project.”, said the Senior Lecturer and Director at Kyambogo University, Uganda. Furthermore, close collaboration among local partners, international experts and UNESCO Field Offices in Africa have increased networking and the sharing of knowledge and best practices, with backstopping from UNESCO’s International Institute for Capacity Building in Africa (IICBA).

Beneficiary countries have also joined a number of study tours for peer learning and South-South cooperation. Teacher educators from beneficiary countries are also encouraged to join the UNESCO-China Great Wall Fellowship by taking a one-year specially-tailored programme at East China Normal University in Shanghai, China.

Successful UNESCO-CFIT approaches like co-creating projects with local stakeholders focusing on the specific needs of each target country in terms of teacher education and designing specific strategies to meet those needs, with strong components of peer learning and knowledge-sharing, including through fellowship programmes, can be applied in other developing countries. Projects should not be “replicated” per se but rather tailored to the specific country context with the inclusive participation of multiple stakeholders and aiming to also capitalize on existing related initiatives. There must first be a needs assessment of the country and an identification of relevant stakeholders/institutions.

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**Project name:** Enhancing Teacher Education for Bridging the Education Quality Gap in Africa

**Countries/Regions:** Congo, Côte d’Ivoire, DR Congo, Ethiopia, Liberia, Namibia, the United Republic of Tanzania, Togo, Uganda, Zambia

**Nominated by:** UNESCO

**Sustainable Development Goal target(s):** 4.c, 9.5

**Supported by:** Government of China

**Implementing entities:** UNESCO

**Project status:** Ongoing

**Project period:** Phase I (2013-2016), Phase II (2017-2018)

**URL of the practice:** [goo.gl/T5EJZT](http://goo.gl/T5EJZT)





# Malala Fund for Girls' Right to Education

Expand girls' access to quality education, especially in countries affected by conflict and disaster

## Challenge

Being born a girl can be a life sentence of inequality and injustice. Girls and women are subject to multiple forms of discrimination in all spheres of their lives, including in and through education. In many contexts, they are less likely than boys to go to school, their educational performance is often unequal compared to that of boys and men, and in turn, these missed opportunities generate more inequality. To increase awareness and galvanize new resources for girls' and women's education, more innovative partnerships are needed with stronger funding, expertise, and outreach.

## Towards a Solution

The UNESCO Malala Fund for Girls' Right to Education was established in 2012 following the brutal assassination attempt against Malala Yousafzai, a Pakistani teenager and activist for girls' education. It is part of the "Better Life, Better Future" Global Partnership for Girls' and Women's Education, aiming to expand girls' access to quality and gender-responsive education and ensure safe learning environments, especially in countries affected by conflict and disaster. Pakistan initially committed 10 million USD to the Fund and more than 700,000 USD has been mobilized from other donors, including annual support from CJ Group, a South Korean conglomerate.

The Fund aims to 1) expand access to education for girls and women, especially those hardest to reach and affected by conflict and disaster; 2) improve the quality and relevance of education, ensuring that content, teaching practices, learning processes and environments are gender-sensitive; and 3) strengthen policy and capacity to ensure safe learning environments. It is helping countries to achieve equal, inclusive and just societies and advance the transformative development agenda outlined in the SDGs, especially SDG 4 on quality education and SDG 5 on gender equality.

**To date, 10 countries have been supported by the Fund and benefited from South-South Cooperation, including Cambodia, Egypt, Guatemala, Mauritania, Mozambique, Nepal, Nigeria, Pakistan, the United Republic of Tanzania and Viet Nam.** The Malala Fund for Girls' Right to Education provides opportunities for knowledge-sharing and best practices on strengthening girls' access to quality and gender-responsive education and on ensuring safe learning environments. In the United Republic of Tanzania, for example, more than 2,500 girls benefitted from the creation of safe spaces in 40 secondary schools, and 120 teachers and 620 students were trained on the management of these spaces using tools developed by UNESCO. Eighty-two teachers were also trained in gender-responsive pedagogy, human rights education, anti-bullying and sexual and reproductive health education. In these sites, there has been increased retention observed among girls through reductions in teenage pregnancies.



In Mozambique, more than 50 technicians (80 per cent female) have been trained in family literacy and over 580 young women, mothers, caregivers, and parents (95 per cent female) have built literacy, language and numeracy skills. Thirteen classes implement regular literacy programmes, benefitting around 475 learners (71 per cent female). In Egypt, UNESCO is enhancing the literacy skills of 940 women and girls and building their life skills for health, livelihoods and citizenship engagement through Community Learning Centres (CLCs). A Training of Trainers programme has been piloted and finalized, and 60 literacy facilitators have been trained from four governorates.

The project has also developed sustainable knowledge platforms, such as the learning Management Platform that includes digitised syllabus for secondary schools installed at the UNESCO/SAMSUNG digital school and accessible for students from 4 secondary schools (Arash, Emanyata, Loliondo, and Soitsambu,)

in Ngorongoro) in the United Republic of Tanzania. It has also led to policy reforms, through mainstreaming gender in education planning, management and delivery, and supporting gender norms changes through media interventions. In Viet Nam for example, an Action Plan for Gender Equality in the Education Sector for the period 2016-2020 has been developed and approved by the Ministry of Education and Training. Recently in March 2018, an agreement was signed with the Korea International Cooperation Agency (KOICA) an additional USD 3.4 million project to support national capacity building to realize girls' right to education in Pakistan's Punjab province and Gilgit-Baltistan, through interventions targeting education officials, community leaders, teachers and parents.

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**Project name:** Malala Fund for Girls' Right to Education

**Countries/Regions:** Cambodia, Egypt, Mauritania, Mozambique, Nepal, Nigeria, Pakistan, the United Republic of Tanzania, Viet Nam

**Nominated by:** UNESCO

**Sustainable Development Goal target(s):** 4.4, 4.5, 4.6, 4.a, 4.c, 5.2, 5.3

**Supported by:** Pakistan and the CJ Group

**Implementing entities:** Varies depending on the country, and includes ministries of education, women, health and labour at central, provincial and district levels; NGOs and civil society partners including associations of women, youth, and particular groups (such as indigenous populations); educational institutions including schools, community learning centres, and other non-formal education structures; and media broadcasting agencies including community-based radios for advocacy and community outreach

**Project status:** Ongoing

**Project period:** 2012- Present

**URL of the practice:** [goo.gl/eMzXVN](http://goo.gl/eMzXVN)

# Malaysia-UNESCO Cooperation Programme on Enhancing South-South Cooperation

## Promoting South-South cooperation with special focus on LDCs and SIDS in Asia Pacific and Africa

### Challenge

LDCs and SIDS in Asia and the Pacific, and in Africa, share a number of structural challenges and geophysical constraints that result in disproportionately large economic, social and environmental challenges that hinder their development. These countries face significant challenges in implementing the Istanbul Programme of Action (IPoA), 2030 Agenda and other internationally agreed goals. There is an urgent need to improve quality, effectiveness, and efficiency in education, sustainable water management, STI policy formulation and implementation and promotion of human rights-based approaches addressing gender equality and poverty reduction, especially in the Asia-Pacific region.

### Towards a Solution

From inclusive policy design, skills training and sustainable tourism to education for sustainable development and tsunami preparedness, projects run under the Malaysia-UNESCO Cooperation Programme (MUCP) are a model for South-South cooperation. Operational since 2013, MUCP places special emphasis on Small Island Developing States and Least Developed Countries in Asia and the Pacific, and in Africa. It draws on the expertise of Malaysian institutions, including the International Centre for South-South Cooperation for Science, Technology and Innovation (ISTIC) and on the Regional Humid Tropics Hydrology and Water Resources Centre for South-East Asia and the Pacific (HTC) created under the auspices of UNESCO. To date, 29 projects have been implemented in more than 70 countries, including Gambia, Mozambique, Myanmar, Nigeria, Timor-Leste, Tuvalu and Vanuatu.

The projects under MUCP contribute to the achievement of the SDGs. MUCP projects include education for sustainable development in Pacific Island countries, building the capacity of Indian Ocean Member States in tsunami preparedness and response; reforms of education systems to meet the demands of the 21st century, climate change education for small islands, upscaling water security across Asia and Africa; community based management at World Heritage sites, and strengthening STEM curricula for girls in Africa and the Asia Pacific. In total, 13 SDGs are being addressed through the Programme.

The scope and outreach of the cooperation of the MUCP includes projects on education policy and reform, Education for Sustainable Development (ESD), skills development, disaster risk reduction, sustainability science, enhancing Science, Engineering and Technology Standards, social inclusion, safeguarding documentary heritage, and fostering media capacity, amongst others, while building on Malaysian institutions and expertise.

MUCP focuses on promoting South-South cooperation to enhance science, engineering and technology standards in Asia and the Pacific with the aim of strengthening engineering institutions, improving the quality of education and enabling mobility of engineers between the Asia and Pacific region and Africa. It has led to the development of a modular curricula and encouraged countries to join the



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Federation of Engineering Institutions of Asia and the Pacific's (FEIAP) accreditation system. In the framework of this project, UNESCO co-hosted several regional and interregional workshops on South-South Cooperation for Strengthening Engineering Standards and Mobility of Professionals to support the engineering qualification standardization guidelines of FEIAP and to promote South-South Cooperation for sustainable development. Over 60 participants from Azerbaijan, China, Indonesia, Iran, Malaysia, Myanmar, Pakistan, Sri Lanka, Tajikistan, Timor-Leste and the United Kingdom attended the December 2017 workshop in Jakarta.

Moreover, MUCP support the enhancement of capacity of policymakers in ASEAN countries, particularly in Cambodia, Malaysia, and Timor-Leste to promote social inclusion through public policies. Using funding from the project, UNESCO designed and launched the Inclusive Policy Lab to support the implementation of the SDGs' pillar on inclusive development through informed and cohesive policy frameworks.

Another successful practice is to support sustainable development at World Heritage sites (and sites of the tentative list) in Southeast Asia through support to site managers and key stakeholders in community-based management incorporating sustainable tourism management. This led to the publication of the Sustainable Tourism Strategy Cultural Landscape of Bali Province: the Subak System as the Manifestation of the Tri Hita Karana Philosophy; its guidebook- Guide Map: Rice Terraces of the Philippine Cordilleras; as well as the Sustainable Tourism Strategy for George Town and Malacca.

### Through building capacity, and facilitating South-

**South regional collaborative research, cooperation and knowledge-sharing, MUCP has proved to be an effective mechanism for strengthening South-South Cooperation amongst UNESCO Member States in a sustainable way.** For example, to strengthen long-term knowledge-sharing, cooperation and dialogue, MUCP established 3 knowledge platforms on sustainability science (<http://mucp-mfit.org/knowledge-platform-on-sustainability-science/>), South-South Cooperation for Engineering Qualifications, and South-South Cooperation for Water Security. It also contributed to enhancing the capacity of policymakers in ASEAN countries, particularly in Cambodia, Malaysia, and Timor-Leste to promote social inclusion through public policies, which also included the development of an Inclusive Policy Lab (<http://en.unesco.org/inclusivepolicylab/>). The work it has done to develop modular curricula on science, engineering and technology standards which can then be adapted for professional bodies and universities for certified training of professionals is another good example of how UNESCO is strengthening institutional capacity through MUCP. The same approach can be shared with other developing partners who are willing to use their development experiences, as well as their knowledge and technical expertise to support LDCs and SIDS in achieving the SDGs through the creation of shared knowledge platforms, curricula, and accreditation systems, such as the Federation of Engineering Institutions of Asia and Pacific's (FEIAP) accreditation system.

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**Project name:** Malaysia-UNESCO Cooperation Programme (MUCP)

**Countries/Regions: Asia-Pacific:** Afghanistan, Australia, Bangladesh, Bhutan, Brunei, Cambodia, China, Cook Islands, Fiji, India, Indonesia, Iran, Japan, Kazakhstan, Kiribati, the Republic of Korea, Kyrgyzstan, Lao PDR, Malaysia, Maldives, Marshall Islands, Micronesia, Mongolia, Myanmar, Nepal, New Zealand, Niue, Palau, Pakistan, Papua New Guinea, the Philippines, Samoa, Singapore, Solomon Islands, Sri Lanka, Tajikistan, Timor-Leste, Thailand, Tonga, Turkmenistan, Tuvalu, Uzbekistan, Vanuatu, Viet Nam

**Africa:** Algeria, Benin, Cameroon, Cape Verde, Chad, Cote d'Ivoire, Comoros, Egypt, Ethiopia, the Gambia, Ghana, Guinea, Kenya, Liberia, Madagascar, Mali, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, Senegal, Seychelles, Sierra Leone, South Africa, Sudan, the United Republic of Tanzania, Togo, Tunisia, Zimbabwe.

**Nominated by:** UNESCO

**Sustainable Development Goal target(s):** 3.9,4.3,4.5,4.6,4.7,4.a, 4.b,4.c,5.c,6.1,8.2,9.5,9.a,11.4,11.b,12.b,13.2,13.b,14.a,15.9,16.6,16.a,17.6,17.7,17.8,17.9

**Supported by:** Government of Malaysia

**Implementing entities:** UNESCO New Delhi, UNESCO Bangkok, UNESCO Jakarta, UNESCO Apia, International Institute for Education Planning (IIEP), International Bureau of Education (IBE)

**Project status:** Ongoing

**Project period:** 2013- Present

**URL of the practice:** <http://mucp-mfit.org/>

# University in Brazil Supports Development of a National Curriculum for Early Childhood Education in São Tomé and Príncipe



## Improving the quality and universal access of preschool education

### Challenge

Access to early development services, including quality preschool, provides crucial support during the early years of a child's development, while also facilitating school readiness and learning. In recognition of this fact, several global commitments such as the SDGs and the Convention on the Rights of the Child (CRC) highlight the importance of strengthening the quality and uptake of preschool education.

However, the preschool education system in São Tomé faced several challenges. The net enrolment rate in preschools was about 36 per cent. Further, only 60 per cent of educators had training in preschool education.<sup>1</sup> Moreover, the quality of training that educators received was unsatisfactory and preschools lacked proper infrastructure.

### Towards a Solution

Given this background, UNICEF and the Ministry of Education, Culture, Science and Communication (MECCC) in São Tomé and Príncipe chose early childhood development (ECD) as a strategic priority in their 2012-2016 cooperation plan. Subsequently, UNICEF identified the Pontifical Catholic University of Rio de Janeiro (PUC-Rio) as an academic institution that could provide technical expertise to the Government to develop and roll out a national ECD curriculum for preschoolers aged four and five years. In addition, the University was also mandated to train preschool educators.

In 2013, the Government, UNICEF and PUC-Rio signed a memorandum of understanding (MoU). Subsequently, four professors from the Interdisciplinary Lab of Education Design (LIDE/DAD) at PUC visited São Tomé and Príncipe for a preliminary assessment mission. This led to the development of a partnership and cooperation agreement (PCA) and a detailed work plan with various steps and missions to be undertaken. During the lifetime of the project, the LIDE/DAD team undertook nine missions to São Tomé. Furthermore, two immersion missions of educators and assistants from São Tomé and Príncipe were sent to PUC-Rio for 15 days each. This helped the São Tomé and Príncipe educators to learn first-hand how Brazil has strengthened the quality of and access to preschool education. In parallel to the missions, online continuing education was provided to educators to successfully implement the knowledge acquired on curriculum development in Brazil.

**This resulted in the development of a new curriculum in São Tomé and Príncipe, which includes a module on the pedagogical theory underlining the curriculum and eight curricular modules, distributed on 320 cards containing suggestions of activities for educators. To roll out the new curriculum, a national coordination team and a monitoring team were also created. In total, 17 coordinators/monitors were trained to test the new curriculum.**



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<sup>1</sup> INE, 2016

A key challenge at this time was the lack of pedagogical material to support curriculum implementation. To overcome this limitation, and ensure greater national ownership and sustainability of the new curriculum, government officials from MECCC and technicians, including school inspectors, principals, preschool coordinators and assistants, participated in discussions to define the skills development guidelines for children in the following four areas: mathematics, languages, artistic expression, and the physical and social environment. Based on these guidelines, 200 copies of pedagogical materials were produced, printed and distributed. The World Bank and the Global Partnership for Education contributed to the printing.

The national teams and PUC-Rio also developed criteria for choosing the pilot kindergartens for curriculum testing and defined the basic parameters of space and infrastructure in preschools. The pilot was rolled out in seven kindergartens in different socio-geographical zones in São Tomé and Príncipe. After the initial success of the pilots, it was expanded to 17 kindergartens and, finally, to all preschools in the country.

PUC-Rio undertook a diagnostic assessment mission towards the end of the project. The evaluation revealed that the project strengthened the institutional capacity of MECC in early childhood education. It also helped to expand São Tomé and Príncipe's capacity to create innovative and creative learning environments for preschoolers and to train early childhood education educators and assistants. This has helped to promote early childhood education, particularly among the most disadvantaged communities such as those in rural, urban and peripheral areas, and children with special education needs. Evidence also suggests that students who have completed the new curriculum are

prepared to enter primary school, which will enhance learning outcomes.

The key to the success of this initiative has been the involvement of educators in formulating the programme, development of the preschool curriculum activities, pilot implementation and finally, scale-up at the national level. Moreover, for the first time in São Tomé and Príncipe, a holistic approach to early childhood development was introduced into educators' training. With the adoption of the new curriculum, a play-based learning approach linked to child development milestones has formally been introduced in the country.

The project is already being expanded via a new Cooperation Agreement in place among PUC-Rio, MECC, the University of São Tomé and Príncipe, and the country's Higher Institute of Education and Communication (ISEC). The new programme will provide training and generate knowledge and political guidance to further support the development of ECD in the country.

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**Project name:** Quality Education for All

**Countries/Regions:** Brazil, Sao Tome and Principe

**Nominated by:** UNICEF

**Sustainable Development Goal target(s):** 4.2

**Supported by:** UNICEF, World Bank

**Implementing entities:** UNICEF, MECCC, Pontifical Catholic University (PUC) of Rio de Janeiro, Brazil

**Project status:** Completed

**Project period:** 2013-2017

**URL of the practice:** [goo.gl/Nmed8w](http://goo.gl/Nmed8w)



# Regional Cooperation as an Effective Tool in Advancing Gender Equality

## Creating institutional change by increasing gender awareness among the armed forces staff

### Challenge

In order for both women's and men's needs and priorities to be addressed adequately in a society, both genders need to be involved and represented in decision-making processes, policy creation and implementation. This holds true in the security sector as well. Security Sector Reform (SSR) in the Western Balkans (WB) has only marginally tackled the issue of gender in security and, in particular, equal access and career opportunities for women in the military. Although military careers are open to women, a more systematic approach is needed to attract and retain them in the defence and armed forces, particularly in management and command positions. To ensure such a goal, ministries of defence in the WB must integrate gender perspectives into human resource policies and practices, institutionalize and train gender focal points, and create awareness of gender equality issues among staff.

### Towards a Solution

To address this issue, the South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC) and UNDP launched a regional initiative, Support for Gender Mainstreaming in the Security Sector Reform in the Western Balkans, with support from the Ministries of Defence of Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia (FYROM), Montenegro, and Serbia to integrate gender equality into the security sector reform through regional cooperation. The aim of the project is to improve the integration, retention and professional development of women in the armed forces, increase their participation in decision-making and strengthen gender-sensitive change in the organizational culture of the Ministries of Defence.

**In line with one of the main goals of this project, gender awareness increased within the armed forces staff. The four Ministries of Defence from the participating countries created a regional network of trainers, which included 33 regional gender trainers. To date, they have delivered trainings to more than 2,000 personnel.**

The members of this regional network have served often as resource personnel on gender trainings. For example, the Montenegrin gender trainers participated in workshops in Georgia, Great Britain, Moldova, Serbia, and Ukraine.

Training was also provided for 15 personnel from the armed forces of Ghana, Nigeria, Rwanda, and Uganda, during which they completed the Gender Training of Trainers course (GToT). The GToT was organized by UNDP/SEESAC in partnership with the Nordic Centre for Gender in Military Operations (NCGM) and the Peacekeeping Operations Centre of the Serbian Armed Forces. The course was delivered by gender trainers from the UNDP-supported Regional Network of Gender Trainers in the Western Balkans,



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with seven instructors from Bosnia and Herzegovina, Montenegro, Serbia, and the FRYOM. The course was a great example of international cooperation with the same goals achieved and strong friendships established.

The project participants from the countries mentioned above created an online platform for the regional network of gender trainers of all four countries, under the auspices of UNDP/SEESAC, and used it for the knowledge exchange and sharing.

Thanks to its activities, implemented by the Ministries of Defence of Bosnia and Herzegovina, Montenegro, Serbia, and the FRYOM, and under the auspices of UNDP/SEESAC, the regional project achieved the following results:

- Established gender-responsive human resources policies and practices that ensure recruitment and retention of women;
- Established strong and effective gender mechanisms; and
- Increased gender awareness among the armed forces staff.

The project helped raise awareness about the gender perspective at all levels. In Montenegro, for example, the Ministry of Defence included gender policies in all important strategic documents (Strategic Defence Review, Long-Term Development Plan and Human Resources Management Strategy), established strong institutional mechanisms within the system, set

standards in education and training for the military in this area, and continued participating in the regional network of trainers and subject matter experts for other countries. It also led to the adoption of a National Action Plan (UNSCR 1325) that aims to increase women's representation in the security sector. This contributed to an increase in the number of female officers, which currently stands at 9.75 per cent.

Throughout its implementation, the project supported the participating ministries of defence in building the capacities of gender equality mechanisms, improving conditions for effective recruitment and retention of women, including sensitizing the members of the armed forces on gender equality issues, reviewing human resources policies and procedures, and supporting the advancement of women in the armed forces. The project's regional approach fostered the exchange of knowledge and information and contributed to building confidence and greater security in the Western Balkans.

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**Project name:** Regional cooperation as an effective tool in advancing gender equality

**Countries/Regions:** Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Montenegro, Serbia

**Nominated by:** Ministry of Defence of Montenegro

**Sustainable Development Goal target(s):** 5.1, 5.2, 5.5, 5.c

**Supported by:** UNDP/SEESAC

**Implementing entities:** Ministries of Defence of Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Montenegro, and Serbia

**Project status:** Completed

**Project period:** 2012-2015

**URL of the practice:** <http://www.seesac.org/Women-in-the-Military/>





## Family Bank in Sudan

### Combating poverty by empowering women and youth through financing of small projects

#### Challenge

The Organisation of Islamic Cooperation (OIC) countries face numerous challenges, including lack of financing, skills and limited capacities, specifically for women-run enterprises. In Sudan, women and youth are unable to get financial assistance through banks, as they cannot provide guarantees and the required collateral.

#### Towards a Solution

The Family Bank was established with a capital of USD 35 million to assist women-run enterprises to play their role in the economic growth of their countries. The bank's portfolio provides micro-financing for start-ups, productive families,<sup>1</sup> women and youth.

Since its inception, the Bank has expanded throughout Sudan, with 42 branches offering services to targeted under-served segments of society. The bank's main objective is to alleviate poverty and provide employment to youth and women.

The Sudanese Businesswomen's Association, which is part of the Sudanese Businessmen and Employers Federation, sought support from the Islamic Chamber of Commerce, Industry and Agriculture (ICCIA), Khartoum state and the Central Bank in 2008 to establish a microfinance institution that would primarily assist women by financing small projects and microenterprises. The Family Bank was established in response to this request for greater financial inclusion. **The project was implemented to help alleviate poverty, provide employment and facilitate the development projects and other initiatives of graduates, youth and women by ensuring greater access to financing.**

Prior to finalizing locations for the bank's branches, a study was conducted to ensure that bank branches would be distributed geographically and would take social, economic, technical and budgetary conditions into consideration. Based on the study's findings, offices were established in densely populated areas and resources were made available to provide microfinance to the target populations. The branches were set up to ensure proper access to services to the targeted population. Windows are offices that serve certain categories or segments of the microfinance target population, such as pension centres, the Women's Union, the graduates' centres and the Union of Craftsmen.

The Bank works through complementary entities such as social organizations which support its role to achieve financial coverage. These organizations are represented in the following: National Youth Union - Youth Stability Project; National Fund for the Employment of Graduates; Association of Working Women; and various other organizations and associations.

Some successful initiatives (women's projects) include: household projects (baking



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and pastry making, food processing, herbal cosmetics manufacturing, perfume manufacturing, fish drying and salting); broiler chicken projects; animal farming; and, handicrafts and workshops. The total financing facilities provided for women's projects amounted to 577.6 million Sudanese pounds and the number of beneficiaries totalled 84,363 (32 per cent of total beneficiaries). This Family Bank initiative was made possible by implementing the comprehensive annual plans developed based on the First Strategic Plan (2009-2013) and the Second Strategic Plan (2015-2019). These Plans seek to empower and rehabilitate weaker segments of the society that were economically active but needed additional support. This initiative was also endorsed and supported by Khartoum state and the Central Bank in 2008. The Bank's financial position reflects sound and sustainable performance.

Some of the Bank's leading and successful initiatives include the Education Product, an innovative banking product, through which the bank finances tuition fees at all levels of education. Through the Social Dimension Project, the Bank of Sudan recently approved social financing with microfinance products for village lighting, water networks and construction of healthcare centres through popular committees and village representatives, in coordination with municipalities and official administrative units. Additionally, the Business Incubator product is a form of collective funding. It offers additional advantages because it supports entrepreneurs with ambitious

ideas, helps to finance technical and economic studies, and provides the resources and working environment needed during the critical first years of a project.

In cooperation with the Bahrain-based Arab International Centre for Entrepreneurship and Investment (AICEI) and UNIDO, the Bank has also established the National Centre for Entrepreneurship, which provides non-financial services to start-ups and young entrepreneurs. From 2008-2017, funding totalled 1.82 billion Sudanese pounds and beneficiaries totalled 269,046. This project contributed greatly to the country's social and economic well-being. The Bank has helped to alleviate poverty, provide employment and assist in the development projects of the graduates, youth and women by offering financial inclusion services to them.

The ICCIA has already approached OIC policymakers to introduce appropriate policies, legislation and a regulatory framework that will support the replication of these projects and ideas in other developing countries. This is scheduled to be proposed during the OIC Ministerial Meeting to be held in November 2018.

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**Project Name:** Family Bank

**Countries/Regions:** OIC Countries

**Nominated by:** Islamic Chamber of Commerce, Industry & Agriculture (ICCIA)

**Sustainable Development Goal target(s):** 1.4, 5.5

**Supported by:** Khartoum state and the Central Bank of Sudan

**Implementing entities:** Sudanese Businessmen and Employers Federation

**Project status:** Ongoing

**Project period:** - 2008-Present

**URL of the practice:** <http://www.familybank.sd>



# Gender Equality: Innovations and Potential in Trilateral South-South Cooperation

## Knowledge sharing through South-South cooperation between Brazil and Mozambique

### Challenge

The Beijing Declaration and Platform for Action represented a major milestone for women's rights, prompting the creation of national mechanisms for women's empowerment worldwide. Nevertheless, for most countries, gender mainstreaming across a number of executive bodies and service providers, as well as the implementation of multi-sectoral policies, remain a challenge.

Gender continues to be a central issue for the development of communities and countries. Across the globe, gender inequalities have an enormous impact on the life experience of women and girls, and can manifest themselves as discrimination, oppression and violence. Actions and policies to end violence against women have received greater attention and investments, varying in scale, duration, and outcomes. Yet, fewer initiatives aim to achieve social protection and economic empowerment for women. South-South cooperation may lead to identifying and sharing best practices, helping to address existing gaps and prompting more robust policy approaches to gender equality.

### Towards a Solution

The project, "Brazil and Africa: Fighting against poverty and empowering women through South-South cooperation", brought together the Governments of Brazil and Mozambique in a trilateral South-South cooperation arrangement that also included the support of the United Nations Population Fund (UNFPA), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Kingdom's Department for International Development (DFID). From 2015 to 2017, the joint initiative generated an innovative approach to promoting gender equality and ending poverty, aimed at fulfilling three specific objectives:

- Contribute to the strengthening of the institutional capacities of the Mozambican authorities to provide inter-sectoral and integrated responses and address gender violence;
- Support social mobilization and community participation, especially of women leaders, in preventing and responding to gender-based violence and women's economic empowerment; and
- Promote the institutional capacities of the Mozambican national authorities to formulate and implement public policies and strategies to promote women's economic autonomy.

The leadership of cooperating countries set the priorities, goals and implementation strategy with technical support from United Nations agencies. The Brazilian Cooperation Agency (ABC), an entity of the Brazilian Ministry of Foreign Affairs in charge of South-South cooperation, assumed a leading role in coordinating Brazilian institutions, working in partnership with the Secretariat of Policies for Women. On the Mozambican side, the Ministry of Foreign Affairs and Cooperation played a key role in initial mediations, after which the Ministry of Gender, Children and Social Action was responsible for mobilizing managers and technical teams, with the support of the gender focal points in each institution. Civil society counterparts were also engaged, particularly in Mozambique: rural



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activists linked to the *Rede de Margaridas no Mundo*, a global rural women's network, from both countries shared analysis and strategies and the Mozambican Women's Forum carried out awareness-raising activities on violence against women. UNFPA and UN Women in Brazil and in Mozambique provided technical assistance and logistic and operational support for counterparts.

The project promoted the registration and analysis of laws, policies, programmes and institutions aimed at promoting gender equality and empowerment of women in Brazil over the past 20 years. Relevant initiatives were chosen in partnership with the Secretariat for Women's Policies in Brazil, taking into account the Plan of Action for the Promotion of Gender Equity (2014–2016) of the Community of Portuguese Language Countries. In line with the demand-driven support tenet of South-South cooperation, good practices were identified and shared to respond to Mozambique's request for cooperation in three areas: social protection; women's economic empowerment; and violence against women and girls.

Mozambican authorities and technical staff were introduced to initiatives such as the *Bolsa Familia* (conditional income transfer programme), the *Casa da Mulher Brasileira* (units offering primary social support, police and legal aid services for survivors of violence against women), the *Mulher, Viver sem Violência* programme (Women Living without Violence, a multi-sectoral programme to end violence), integrated healthcare services for sexual violence survivors, and social policies targeting rural women. Moreover, Brazilian institutions presented strategies to increase the efficiency of services, such as ensuring confidentiality and sensitizing service personnel. In addition, Brazilian cooperating agencies were introduced to the inter-sectoral coordination arrangements featured in the Mozambican National Council on the Advancement of Women, and to the single registration form (*ficha única*) for survivors, a tool to avoid re-victimization by ensuring that all services collect and share information on cases, which will eventually allow for the unification of administrative records. **As a result of the project, multisectoral knowledge was shared across a broad range of Brazilian and Mozambican government**

**agencies and civil society organizations, where each agency contributed its own knowledge of specific innovations.**

In the 2030 Agenda, South-South and trilateral cooperation feature as key resources for implementing effective and targeted capacity-building in developing countries to support national plans. To this end, the Brazil and Africa project invites further appraisal of the potential benefits of principle-oriented experience exchange and knowledge transfer among countries of the global South. In this regard, trilateral cooperation is as a platform that promotes gender equality and women's rights, contributing to the achievement of the objectives set out in the 2030 Agenda.

At the same time, South-South cooperation projects targeting gender equality should adopt a long-term perspective and take into account the complexity of institutional arrangements resulting from a multisectoral approach. At the national level, programmes to promote gender equality alone require joint efforts by government agencies as diverse as education, health, social assistance, justice system and security. Challenges multiply when actions involve other governments, United Nations agencies and civil society, as do the potential advantages. In this regard, stakeholders might benefit from the leading role assigned to the foreign relations agencies, which coordinate actions and can encourage the involvement of various government bodies at the highest level. These efforts not only benefit international initiatives, but also foster multisectoral approaches at the national level by renewing commitment to equality, prompting innovation and addressing gaps in national policies.

This project is rendered sustainable through two approaches: creating knowledge within relevant government agencies that could eventually lead to policy formulation and better programming; and empowering civil society organizations to advocate for necessary policies while delivering the required services.

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**Project Name:** Knowledge sharing through South-South cooperation between Brazil and Mozambique

**Countries/Regions:** Brazil, Mozambique

**Sustainable Development Goals:** 5.1, 5.2, 5.c

**Supported by:** UNFPA, UN Women, DFID

**Implementing entity:** Government of Brazil, Government of Mozambique

**Project status:** Completed

**Project period:** 2015–2017

**Relate resources:** [goo.gl/PDo2th](http://goo.gl/PDo2th); [goo.gl/52p45R](http://goo.gl/52p45R)



# Niger Husband Schools

## Husbands promoting women's access to reproductive health

### Challenge

Niger has the highest fertility rate in the world and one of the highest maternal mortality rates (648 maternal deaths/100,000 living births in 2006; 545/100,000 in 2011). A decision-making space has been created where husbands can encourage others to promote women's access to reproductive health. According to a situational analysis of this phenomenon, the authority exercised by husbands is a significant barrier to the use of reproductive health services by their wives.

### Towards a Solution

In 2007, United Nations Population Fund (UNFPA), in collaboration with the Government of Niger (Ministries of Health and Women's Promotion and Child Protection), developed a strategy to address the sociocultural barriers in the use of reproductive health services, i.e. the establishment of the Ecole des Maris (EDM, Husbands' School). EDMs aim to:

- involve men in the promotion of reproductive health; and
- facilitate positive behavioural change at the community level by the husbands who as such, become agents of change and promote dialogue in their couple about family decisions.

EDM is a network of model husbands who were selected by health centres and trained to become leaders. These schools are formed of groups of 12 husband volunteers. They are structured and follow certain methods of operation but have no hierarchy. All members are equal and are peers.

Each school is attached to a health centre in the most vulnerable areas where reproductive health (RH) indicators are weak. Model husbands meet regularly to discuss and offer solutions for achieving better access to health services for women and children. They also conduct advocacy and sensitization activities with the men in their community and develop partnerships with all stakeholders in the health sectors and local structures. Since the Zinder region has some of the lowest RH indicators in Niger, UNFPA Niger, in collaboration with the Ministry of Health (MoH), decided to implement the strategy in this region first.

In 2008, a workshop was held bringing together all involved stakeholders – regional administrative and health authorities, health agents, national non-governmental organizations (NGOs) and husband volunteers - to define the concept and the principles of EDM. This participatory approach is fundamental to the strategy in order to ensure alignment with local cultural and religious values and is also used in the implementation phase. UNFPA Niger has set up a support system in which two local NGOs, SONGES and ANBEF, supervise the schools.

These NGOs specialize in capacity-building and community work and are in charge of the "coach". The coach supervises the capacities of each school and assists in implementing their activities. The coach assists each time the school meets (in general, twice a month). On average, a coach is responsible for 10-12 schools. The coach does not make decisions for the school, but helps the group resolve problems, find appropriate solutions and visualize their ideas. The coach also assists the group in terms of developing its action



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plan and monitors progress. To facilitate this work, UNFPA Niger and its partners have developed a *Cahier de Suivi* (a monitoring journal).

SONGES offers technical support by providing counselling and information on RH services (including prenatal care and contraceptive methods) to ensure that husbands access knowledge. Furthermore, “moderators” often assist the schools. A moderator can be a local health agent, midwife, or religious leader, for example, who will assist in a meeting to bring specific information to a question that needs clarification. This close collaboration with local health agents and other entities, such as administrative and traditional authorities, is essential so as to ensure that the strategy is sustainable.

The strategy being developed nationwide is based on lessons learned, assessment of the challenges and upscaling of the keys to success in the Zinder and Maradi regions. It will apply the 10 key principles identified by a capitalization study conducted in February 2012 as factors in these schools’ success:

- Targeting men to reach women;
- Setting a good example as a driver for social change;
- Not having a hierarchy in EDM structures;
- Not paying the model husbands;
- Establishing diverse partnerships at the local, regional and national levels;
- Improving the national health system;
- Showing respect and expressing a sense of belongingness and symbolic recognition;
- Transferring knowledge through decentralization;
- Changing the participants from being passive beneficiaries to informed consumers of public services, and empowered citizens; and,
- Professionalism of all involved parties.

As of 2014, the initiative had achieved the following results:

- Husbands as role models
  - » EDM members developed positive behaviours;
  - » Other husbands admired the model husbands, leading them to become sensitive to gender issues; and

» Positive changes were achieved in terms of the use of reproductive health services.

- Reproductive health advocacy towards community leaders:
  - » EDM members advocated continuously with traditional leaders; and
  - » Sensitization sessions held with husbands in neighbouring areas and villages on the issues to be addressed.
- Positive behaviour changes among men and women:
  - » Dialogue was created within couples;
  - » Men gained a better understanding of women’s health issues;
  - » EDMs and religious and traditional leaders developed harmonious relationships; and
  - » The decision was made to prohibit home births.

EDMs are based on a participatory approach and can be easily adapted to the values and needs of each community. By following these basic principles, the strategy can be replicated and implemented in many other settings. After starting in Niger, the strategy was replicated by international NGOs such as Save the Children, CONCERN, HKI and PSI. UNFPA Niger and the Government of Niger then mobilized bilateral partners such as Denmark, Spain, and the European Union, to obtain funding. **Finally, many West and Central African countries with similar sociocultural realities to Niger replicated the strategy. For example, knowledge is being shared in Burkina Faso, Cameroon, Côte d’Ivoire, Guinea, Mali, Mauritania, Senegal, Sierra Leone, and Togo on how to set up a husbands’ school and on its success factors and lessons learned.** All of these countries sent delegations from the government, civil society, and technical and financial partners to visit Niger.

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**Project name:** The involvement of men in the promotion of reproductive health through a community-based approach, Ecole des Maris (Husband Schools)

**Countries/Regions:** Burkina Faso, Cameroon, Côte d’Ivoire, Guinea, Mali, Mauritania, Niger, Senegal, Sierra Leone, Togo

**Nominated by:** UNFPA Niger

**Sustainable Development Goal target(s):** 3.1, 3.2, 3.7, 5.6

**Supported by:** UNFPA, Danish International Development Agency (DANIDA), European Union, Spain

**Implementing entities:** Local NGOs

**Project status:** Ongoing

**Project period:** 2007-Present

**URL of the practice:** [goo.gl/cFmcyz](http://goo.gl/cFmcyz)



# Transformative Financing for Gender Equality and Women's Empowerment

## Strengthening public finance management systems to advance gender equality and women's empowerment

### Challenge

In recent years, interest in gender-responsive budgeting has increased together with the understanding that effective planning and budgeting can improve the impact of government policies and strengthen accountability to women and girls. There has been a growing demand from partners, inside and outside of government, for capacity strengthening on gender-responsive budgeting. But to fully take root, capacity strengthening must engage all stakeholders, be provided over the long term and generate political will and action to bring gender analysis into the centre of government planning, programming and budgeting.

### Towards a Solution

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and prior to 2011, the United Nations Development Fund for Women (UNIFEM), have supported capacity strengthening in gender-responsive budgeting, through sharing of experiences, promising practices, and knowledge and skills transfer. To date, UN Women has supported over 100 countries in mainstreaming gender analysis into their national, sector and local plans and budgets. Drawing on this experience and through collaboration with national partners and experts, UN Women has identified key drivers of success, including: (i) strong legal requirements; (ii) leadership by ministries of finance; (iii) active participation of stakeholders inside and outside of government, specifically parliaments, academia and civil society; (iv) alignment between national development plans and budgets; (v) availability of robust sex-disaggregated data; and (vi) ongoing and targeted technical assistance to increase institutionalization and improve sustainability.

In 2017, UN Women and the International Monetary Fund (IMF) began collaborating to expand the impact of gender-responsive budgeting globally, building on the comparative advantage and mandates of both institutions. This joint effort has a three-pronged approach to further develop the empirical evidence base, strengthen national capacities and increase global advocacy for gender-responsive budgeting.

To kick-start the partnership, peer learning events were convened in Rwanda and Mauritius in November 2017 and February 2018, respectively. Structured around experiential learning and interactive dialogue, the South-South exchanges have supported identification of entry points to improve national and local efforts in gender-responsive budgeting.

The Rwanda event included presentations as well as small group field trips to projects focused on technological innovation, women's economic empowerment, and integrated services to address violence against women and girls. A visit to the Rwandan Women's Parliamentary Forum provided key insights into how gender-responsive budgeting has been institutionalized within the Government. These



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included parliamentary collaboration with the national women's machinery as well as the establishment of a Parliamentary Committee to follow the budget process from design to execution and to conduct gender equality audits of performance. The Minister of Finance from Rwanda identified the scrutiny and active engagement of Parliament as critical for advancing gender-responsive budgeting which has been essential for increasing investment in education and health services for women and girls. Following this visit, Ministers of Gender from Ghana and Sierra Leone recognized the potential of the Rwanda experience for their countries and called for gender-responsive budgeting to be mainstreamed across all African government budgets.

At the Mauritius peer learning event, participants from Uganda presented their experience of initiating gender-responsive budgeting in the context of the reform to the Public Finance Management Act. The representatives from the Uganda Ministry of Finance, Planning and Economic Development and the Equal Opportunities Commission also shared how to use a participatory and consultative process in developing guidance to support various sectors and parliament to more actively engage in gender-responsive budgeting. **As a direct outcome, participants from Malawi, Mozambique and the United Republic of Tanzania identified actions for replication in their country contexts. For example, Malawi colleagues committed to advocate for revisions to their Public Finance Management Act, using the Uganda experience to support political dialogue.** Furthermore, the four participating countries agreed to continue ongoing learning through virtual exchange

and follow-up visits to see gender-responsive budgeting practices in action.

In addition to the peer-learning exchanges, regional gender-responsive budgeting trainings have been delivered by the UN Women Training Centre. These include both online and face-to-face components and emphasize building practical and applicable skills to implement gender-responsive budgeting. The multiple-module training course has been rolled out in English, Spanish and French to 108 participants in more than 35 countries.

Effective gender-responsive budgeting requires robust capacities and collaboration across the finance, planning, gender and sector ministries. The engagement of groups outside of government including parliamentarians, civil society organizations and academia is necessary to strengthen demand for gender-responsive budgeting. Through the UN Women/ IMF collaboration, government partners and non-governmental stakeholders come together to examine what works in designing and implementing gender-responsive budgeting, assess challenges in the course of this work, and identify best practices for replication in a spectrum of countries.

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**Project name:** Transformative Financing for Gender Equality and Women's Empowerment  
Flagship Initiative

**Countries/Regions:** Ghana, Malawi, Mozambique, Niger, Nigeria, Rwanda, Sierra Leone, the United Republic of Tanzania, Uganda, Zambia

**Nominated by:** United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

**Sustainable Development Goal target(s):** 5.c

**Supported by:** UN Women and IMF

**Implementing entities:** UN Women, IMF, Ministries of Finance and line ministries of participating countries

**Project status:** Ongoing

**Project period:** 2017–2021

**URL of the practice:** <http://gender-financing.unwomen.org/en>





# Colombia and Ghana Combine Efforts to Improve Sanitary Conditions

## Introducing innovative and low-cost technology to improve sanitation

### Challenge

Nyapienya and Langma are rural communities in the Osudoku District of the Greater Accra region, about 6 km from Dodowa, Ghana. Despite their proximity to semi-rural and urban areas, the members of the community live in precarious circumstances and their basic needs are not met.

Since only 5 per cent of the houses are connected to sewage systems and most drainpipes are not covered, some families defecate in pipes and open areas. Limited access to health services, clean water and sanitation contributes to 70 per cent of diseases among the population and is one of the main causes of mortality. An important solution is the construction of toilets that do not require water or sewage systems and that can, thus, improve national sanitary conditions.

### Towards a Solution

The rational use of water and the state's capacity to provide sewage systems are highly relevant. Consequently, training in building a prototype composting toilet and building them were identified as key steps to address the environmental and social sanitary challenges in Nyapienya and Langma. This training promotes collective and participatory activities among community members, where traditional knowledge is recognized and promoted, as is proper residual management, and where accessible, new, low-cost technology is introduced that can be replicated for proper management of human waste. As a result, the composting toilets were decorated with symbolic elements of the Nyapienya and Langma communities.

In Nyapienya, the communal leaders of each of the churches bring together the community, the group of assembly men who make important community decisions, members of the local government such as the chief of water and sanitary conditions, INDEPTH Network local directors, teachers in nearby communities and 40 women and men of the community.

In Langma, the tribal chief of the area is responsible for communal development. There, the main beneficiaries of the project are members of the Jamestown zone and members from distant communities. The project also engages young volunteers from Rojal NU- the Network of African Youths for Development - in charge of project replication, and 44 women and men who received training to build three prototypes of compost toilets for their communities.

All new technologies, whether alternative or intuitive, must be supported by an appropriate study of social context and a high level of awareness regarding the need for and how to use them. A strong educational programme and training are needed to ensure the design, construction and correct use of the composting toilets, which will be used daily, in keeping with local resources. Accordingly, the Organizmo Foundation developed three stages for project implementation: (i) implementation; (ii) awareness; and, iii) follow-up.



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INDEPTH<sup>1</sup> was present during all of the stages. It was responsible for the community's ongoing training in the technology and enabled direct follow-up. From the very beginning, plans were in place to replicate the experience so that when the training ends, the leaders can become multipliers and move to nearby communities to share their new knowledge.

**Today, around 120 people use these toilets daily. This contributes to the proper management of sanitary conditions (SDG 6) and to improving the communities' health and wellbeing conditions (SDG 3).** Additionally, the implementation of dry toilets contributes to the end of poverty (SDG 1) and gender equality (SDG 5) because there is a direct link between female school leaving and the precarious conditions that women from these towns faced due to the poor sanitary conditions they faced when menstruating, which can cause urinary or vaginal diseases.

The original proposal to implement this project in Ghana was made by the Colombian Embassy in Ghana, under the aegis of its humanitarian cooperation programme. The Embassy received strong support from Colombia's international cooperation agency, APC Colombia, which established an alliance with the Organizmo Foundation<sup>2</sup> based on its experience developing educational models for green building techniques and alternative technologies. Later, the Organizmo Foundation went to Ghana and taught these communities how to build and use the composting toilets properly. INDEPTH Network and Rojal NU provided support during the initial stages of the project and carried out follow-up actions to ensure the project's impact and sustainability. The Colombian Embassy in Ghana contributed to the construction of an additional two toilet prototypes, thereby guaranteeing the replication of the project.

Composting toilets are an appropriate technology in settings where water and sewers are lacking. The composting bath is designed to dehydrate faecal

matter in a healthy decomposition process. Initially, the Organizmo Foundation applied this technology and its training programme in Colombian communities located in Amazonas, Sucre, Magdalena, Cundinamarca and Chocó, among others.

The composting bath technology can be replicated in any other developing country where the implementation of appropriate or intuitive alternative technologies is needed. It can be used to allow individuals and social groups to assume the responsibility of transforming territories exposed to degenerative processes into sustainable environments.

The major challenge in replicating this project is the need for an awareness programme that must accompany construction of the toilets' technology. This programme is focused on generating a change in the dynamics of the community by developing a different understanding of the environment and the cycles of nature.

To achieve comprehensive impacts, these technologies must:

- be based on traditional knowledge;
- adapt to the territory;
- strengthen local exchange with solidarity principles;
- be economically accessible to the general population;
- take into consideration the sociocultural context of the communities that build them;
- optimize the use and processing of local resources and energy sources in its design;
- be applied at the local level;
- be creative in their construction; and
- be appropriate and scalable by the community.

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**Project's Name:** Colombia and Ghana join together to improve sanitary conditions

**Countries/Regions:** Colombia, Ghana

**Nominated By:** Colombian Presidential Agency for International Cooperation (APC – Colombia)

**Sustainable Development Goals Target:** 3.8, 3.9, 3.c, 6.2, 6.3, 6.b

**Supported By:** APC-Colombia, Fundación Organizmo, Colombian Embassy in Africa, INDEPTH Network and Royal Nu

**Implementing Entities:** INDEPTH Network, Rojal NU and Nyapienya and Langma communities.

**Project status:** Completed

**Project period:** August 2017-November 2017.

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

<sup>1</sup> INDEPTH is a global network of health and demographic surveillance systems (HDSSs) that provides a more comprehensive understanding of the health status of communities.

<sup>2</sup> Organizmo Foundation is a Colombian centre for bio-architecture focused on the empowerment of communities through the training of bio-construction and intuitive technologies, the efficient use of natural resources, and the promotion of coherent environmental behaviours.



# Management Capacity Enhancement of the South Sudan Urban Water Corporation

## Improving urban water supply in South Sudan

### Challenge

South Sudan became independent in 2011 after a long conflict. The population of Juba, the capital city, increased dramatically after the return of refugees and is now estimated at 600,000–800,000. Infrastructure challenges, such as water supply, create a major challenge for daily life. The coverage of water supply in the city is barely 10 per cent. A small minority of citizens with access to water with service connection pay the lower fixed water tariff, while the majority rely on unfiltered river water, unprotected wells and/or high salinity water. The South Sudan Urban Water Corporation (SSUWC), a water utility responsible for the construction and management of water supply facilities and housed within the Ministry of Water Resources and Irrigation (MWRI), is financially and technically unsustainable due to the high non-revenue water (NRW) ratio and the low water tariff collection ratio. Since it is necessary to increase the tariff and tariff collection ratio, SSUWC must improve its performance and customer service to obtain understanding and cooperation from citizens.

### Towards a Solution

To enhance the SSUWC's capacity to deliver safe and clean water supply in a sustainable manner in Juba, since 2010 the Japan International Cooperation Agency (JICA) and South Sudan have been implementing the Project for Management Capacity Enhancement of South Sudan Urban Water Corporation. Phase 2 (2016–2020) of the project focuses on capacity development with regard to financial management, NRW management, and facilities operation and maintenance.

JICA supports SSUWC to learn from Uganda's and Cambodia's major water utilities. The objective of training sessions in each country are for SSUWC to:

- learn what worked well for water utility reforms from those two countries' experiences; and
- gain the expertise needed to draft its reform plan based on its own situation.

Training in Cambodia, Japan, and Uganda, in 2017 was conducted as one of the project activities. The trainings included learning from major water utilities in developing countries (the National Water and Sewerage Corporation (NWSC) in Uganda, and the Phnom Penh Water Supply Authority (PPWSA) in Cambodia) about their successful experiences with reforms and the challenges of infrastructure development. **Both NWSC and PPWSA have achieved substantial improvements in performance and successful organizational change, despite working in harsh environments. For example, the NRW ratio of PPWSA and NWSC improved significantly, from 72 per cent in 1993 to 6 per cent in 2011 and from 60 per cent in 1998 to 28 per cent in 2018, respectively.** Participants learned about Cambodia's history (e.g. deteriorated infrastructure due to the civil war in the 1970s), which was similar to the situation in South Sudan.

The Minister of Water Resources and Irrigation and key SSUWC officials visited major water utilities in Uganda and Cambodia. The Uganda training was based on the training programme of the NWSC and its water supply facilities. NWSC lectures and training covered



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a wide range of management topics, such as water tariffs, financial management, public awareness-raising, NRW management, geographic information system (GIS), water distribution management and sharing the reform history of NWSC. PPWSA lectured on its reform history and utility management.

The Minister of Water Resources and Irrigation and SSUWC gained confidence in their reform plan. In Cambodia, the coverage of water supply in Phnom Penh increased dramatically, from 20 per cent in 1993 to 82 per cent in 2003, with a reduction of NRW and tariff revision, resulting in a net profit. The PPWSA (Cambodia) reform plan was implemented in just over 10 years, showing that reforms can be achieved fairly quickly. The lectures were persuasive because most of them were given by PPWSA executives who had experienced tough challenges since the 1990s. They concurred that it was possible for SSUWC to improve its performance and expand water supply coverage.

Continuous, joint training with NWSC will be effective in strengthening SSUWC's performance. Since the technology and management methods of the neighbouring country are similar to that of South Sudan, it is easier for participants from SSUWC to learn from NWSC's experiences.

#### Achievements:

SSUWC headquarters and Juba station have begun to draft a reform action plan, which includes an analysis of good practices and lessons learned from PPWSA and NWSC (e.g. the need for political will, strong leadership, motivated staff and support from development partners and peers).

The overall outputs of the training were:

- a reform plan for improved utility performance and identification of priority actions that contribute to efficient and effective improvements, based on the experiences of major water utilities in developing countries and lessons learned from them;
- practical skills and management methods shared by a neighbouring country; and
- linkages between organizations in different developing countries with the support of development partners (such as JICA in this case), that understand the challenges and the development process of developing countries and have established a good relationship with them.

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**Project name:** Management Capacity Enhancement of South Sudan Urban Water Corporation

**Countries/Regions:** Cambodia, South Sudan, Uganda

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

**Sustainable Development Goal target(s):** 1.4, 6.1, 6.2, 6.3, 6.4, 6.a, 6.b

**Supported by:** JICA

**Implementing entities:** National Water and Sewerage Corporation (NWSC) in Uganda and Phnom Penh Water Supply Authority (PPWSA) in Cambodia

**Project status:** Ongoing

**Project period:** 2016–2020 (Phase 2)

**URL of the practice:** [goo.gl/17JxWC](https://goo.gl/17JxWC)

# Integrated Water Resource and Wastewater Management in Atlantic and Indian Ocean Small Island Developing States



## The integrated management of water resources in freshwater and coastal marine areas

### Challenge

Two oceans, six countries, three distinct languages: the nations of Cabo Verde, Comoros, Maldives, Mauritius, São Tomé and Príncipe, and Seychelles may appear to have little in common, but as small island developing States (SIDS), they face very similar challenges in managing waste and water resources.

The six countries, located in the Atlantic and Indian oceans (AIO), differ profoundly in their size and level of economic development but share problems relating to the scarcity and contamination of freshwater supplies; over-exploitation and poor management of groundwater resources; increasing pressure on agricultural production; and rapidly disappearing biodiversity. To a lesser or greater degree, they also face serious difficulties providing their populations with clean drinking water and waste management facilities.

### Towards a Solution

In response to these challenges, the Global Environment Facility (GEF) funded a full-sized project to address the urgent need for Integrated Water Resources Management (IWRM) and to improve water use efficiency in the SIDS of the Atlantic and Indian oceans. The project, Implementing Integrated Water Resources Management in the Atlantic and Indian Ocean Small Island Developing States (IWRM AIO SIDS), jointly implemented by UNDP and UN Environment Programme (UNEP), has worked to strengthen the commitment and capacity of the six participating countries in implementing an integrated, ecosystem-based approach to the management of freshwater resources. The project's aim is to ensure that each country is adequately prepared to manage its aquatic resources and ecosystems sustainably.

The methodology that the project uses to address water resources challenges at each island is the promotion and implementation of IWRM and Water Use Efficiency (WUE). IWRM is defined as a process that promotes the coordinated development and management of water, land and related resources to maximize the resulting economic and social welfare equitably without compromising the sustainability of vital ecosystems. By promoting IWRM implementation, the project supported the countries in terms of achieving SDGs related to water, sanitation, ecosystems management and beyond.

The project was designed so that each country demonstrated one innovative approach for achieving IWRM. All demonstrations were different, so the project allows six SIDS to see and learn from the results of six different approaches through South-South exchanges. This was achieved by holding regional trainings in skills that all countries need, including communication and monitoring indicators, so that the participants from the six countries can learn both from trainers and their peers from other countries about their best practices.

For example, in Cabo Verde, farmers in Colonato participating in the demonstration were trained and supported with micro-irrigation kits. In total, 100 kits for water-efficient



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agricultural production were distributed. Two workshops were held to train farmers on agricultural production using treated wastewater via a micro-drip irrigation system. Special emphasis was also placed on training women farmers on tree planting and aquifer protection measures, such as preventing coastal erosion and saltwater intrusion. In total, the project facilitated the planting of 3,000 fruit trees and 1,000 halophyte (salt-tolerant) plants, forming a living barrier against erosion and helping to improve soils in the Colonato agricultural area.

In Comoros and São Tomé and Príncipe, the project supported the development and implementation of an IWRM plan for the Mutsamudu River basin and significantly improved the management of the river catchment. The project was implemented in a highly participatory manner, with communities, the army, the municipality and the regional government fully engaged in implementing various activities to protect their own water source. The awareness-raising campaign included major river clean-up activities, coupled with trials of solid waste collection services. These efforts helped pave the way for the regional government to establish a responsible solid waste management system on the island. Additionally, small-scale farmers, whose traditional farming practices resulted in a high degree of soil erosion and siltation, have been trained to make their farming practices more productive. These practices are also helping farmers to avoid erosion and siltation, working to restore their land and improve water quality in the area.

The Maldives strengthened its capacity for protecting its freshwater lens, which is a vital and scarce freshwater source for the island population, by installing an integrated water supply system with rainwater harvesting and desalination and improving agricultural practices to prevent pollution from fertilizers. The successful IWRM demonstration, particularly its expected climate change

adaptation benefits, catalysed further funding support from the Green Climate Fund to replicate the practice on more than 20 other islands.

Mauritius also strengthened its groundwater monitoring capacity to improve its conjunctive management of groundwater and surface water resource and to protect the Northern Aquifer from saltwater intrusion.

**Through the combined efforts of these six SIDS, nearly 100,000 community members have already benefitted from improved water quality, which reduces poverty, improves health outcomes, facilitates climate change adaptation and mitigates the threat of natural and man-made hazards.** IWRM demonstration projects in each country have also contributed to gender equality by acknowledging and reinforcing the role that women play in managing water and mainstreaming gender dimensions into wider project outputs.

Results from the IWRM demonstration activities were included in policy discussions at the national level to ensure that national policies would embrace the IWRM approach for sustainability. São Tomé and Príncipe has enacted its first Water Act, fully based on the IWRM approach. The Seychelles also developed a national water policy, a national IWRM plan, and a draft national water act to fully embrace IWRM principles in its national legal and institutional arrangement water management. In the Maldives, the Government's cabinet developed and endorsed a national water and sewerage policy.

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**Project name:** Implementing Integrated Water Resource and Wastewater Management in Atlantic and Indian Ocean Small Island Developing States

**Countries/Regions:** Cabo Verde, Comoros, Maldives, Mauritius, São Tomé and Príncipe, Seychelles

**Nominated by:** UNDP

**Sustainable Development Goal target(s):** 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.a, 6.b

**Supported by:** GEF, UNDP, UNEP

**Implementing entities:** UNOPS, participating countries

**Project status:** Completed

**Project period:** 2012 - 2018

**URL of the practice:** <http://aio-iwrm.org/>



# Guinea-Bissau Supports Community-led Total Sanitation in São Tomé and Príncipe

## Reducing open defecation and promoting safe sanitation and hygiene practices in rural communities

### Challenge

Between 1995 and 2015, the number of people practising open defecation in São Tomé and Príncipe decreased by 20 per cent. However, 54 per cent still used open spaces for defecation (Joint Monitoring Programme for Water Supply, Sanitation and Hygiene, 2015). To reduce open defecation by increasing access to and use of latrines, the United Nations Children's Fund (UNICEF) and the country's Ministry of Infrastructure and Natural Resources wanted to draw on lessons learned from another country initiative that had a solid evidence-based experience in this area. They chose Guinea-Bissau because it had reduced open defecation from 31 to 18 per cent from 2006 to 2014.<sup>1</sup> Much of this success is credited to UNICEF Guinea-Bissau and its partners, which have been using the community-led total sanitation (CLTS) approach to reduce open defecation in rural areas since 2011. The CLTS approach is rooted in community demand and leadership, focusing on behaviour and social change, and encouraging local innovation to end open defecation.

### Towards a Solution

To address the above challenge, cooperation between Guinea-Bissau and São Tomé and Príncipe was established in four distinct phases: learning from evidence; diagnosis; planning; and, pilot actions. The first phase included a field visit to Guinea-Bissau by two São Tomé and Príncipe government officers. During the visit they exchanged information on the role and responsibilities of the main stakeholders in Guinea-Bissau and São Tomé and Príncipe, such as government officers and implementing partners. São Tomé and Príncipe officers also visited communities where the CLTS approach had been implemented. Here, they learned about the innovative use of smartphones in Guinea-Bissau to monitor CLTS implementation and communities' progress to end open defecation. They also held discussions with the communities, facilitators and local authorities to understand the different phases of the implementation process.

The field visit highlighted that São Tomé and Príncipe needed tailored technical assistance on the second phase (diagnosis), so UNICEF São Tomé and Príncipe received in-country technical assistance from UNICEF Guinea-Bissau to develop an Action Plan for CLTS Implementation. The supporting officer from Guinea-Bissau also participated in a conference on sanitation in May 2017 in São Tomé and Príncipe. He shared the CLTS approach in Guinea-Bissau and the country's progress and achievements. All the main stakeholders in the water and sanitation sector, including local government officers, participated in the conference. This enabled a detailed discussion on how Guinea-Bissau's experience can be applied to the needs of São Tomé and Príncipe.

As part of the third phase (planning), bilateral meetings were held with several government officials from the Ministries of Infrastructure and Natural Resources, Health and Education, the World Health Organization (WHO), African Development Bank and civil



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<sup>1</sup> Multiple Indicator Cluster Survey, 2014.

society stakeholders (non-governmental organizations and community-based organizations) to discuss opportunities available to successfully implement the rural sanitation programme. These meetings also provided ideas on how these opportunities could be integrated into the action plan for CLTS implementation. After the action plan was finalized with these inputs, a final meeting was held with government officers and partners to present the draft action plan, which was subsequently submitted to the Minister of Infrastructure and Natural Resources for official approval.

The fourth phase began in early 2018 with a CLTS training for all partners, including the central government team from the Sanitation Department and the selected non-governmental organizations (NGOs) or community-based organizations (CBOs) as implementing partners. This will be followed by the launch of a pilot project in one district of São Tomé and Príncipe.

During the project roll-out, the São Tomé and Príncipe Government created a task force to advise on the choice of the pilot communities and training of the selected NGOs/CBOs to initiate CLTS implementation. The success of the pilot will determine the potential for scale-up of the programme nationwide. In addition, it will be important to confirm the Government's buy-in

at each stage of implementation to ensure the project's successful scale-up and sustainability.

Furthermore, **the cooperation of São Tomé and Guinea-Bissau to promote CLTS by sharing lessons and solutions is a pioneering initiative, since the focus within the CLTS context is generally on building interventions based on local specifics.** Finally, implementing the CLTS approach does not require communities to contribute financial resources, so it can easily be replicated in the most disadvantaged communities. For this reason, CLTS can also be used as an entry point for many other issues, such as safe sanitation in community schools, water safety planning, nutritional surveillance, and planning and implementing the CLTS approach, based on the Guinea-Bissau experience.

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**Countries/Regions:** Guinea-Bissau, Sao Tome and Príncipe

**Nominated by:** UNICEF

**Sustainable Development Goal target(s):** 6.2

**Supported by:** UNICEF

**Implementing entities:** UNICEF and Ministry of Infrastructure and Natural Resources, Sao Tome and Príncipe

**Project status:** Ongoing

**Project period:** 2016- 2018

**URL of the practice:** [goo.gl/aEYVrm](http://goo.gl/aEYVrm)





# Strengthening the Water Sector Reform Process in Nigeria

## Peer-to-peer learning with Colombia and Brazil to inform Nigeria's water sector reforms

### Challenge

The Government of Nigeria has long recognized the challenges facing its water supply and sanitation sector. This includes low access to services, failure of poorly maintained infrastructure, weak capacity and performance of service providers, and the far-reaching impacts of Nigeria's deep sanitation deficit, such as negative public health effects. In response, the Government prioritized improvement of access to water and sanitation services in its development strategy and the National Transformation Agenda.

The Government of Nigeria continues to work towards increasing sustainable access to water services in urban areas, mainly for the poor, by addressing institutional and governance issues. This requires policy and legislative reform in combination with infrastructure investment.

### Towards a Solution

Government officials in the water sector in Nigeria wanted to obtain firsthand information from water-sector practitioners who had successfully conducted reforms. The World Bank responded with a South-South Facility-financed knowledge exchange to bring Nigerian officials together with peers in Colombia and Brazil. The countries had faced similar water sector challenges and had recently implemented reforms that had significantly improved their water sector. Colombia had undergone reforms over the last 15 years, partially with World Bank support, that had significantly improved its water sector. Prior to reforms, Colombia had similar challenges to those experienced by Nigeria, including insufficient service quality and coverage, poorly performing and unregulated service providers, and ineffective cost-recovery and financing. Brazil, which has a similar decentralized federal system of government to that of Nigeria, also had to deal with fast urbanization and large-scale water sector inefficiencies. Both countries have implemented successful water supply and sanitation sector reforms since the 1990s.

The scoping and design of the programme benefitted from numerous preparatory exchanges, after which two Nigerian delegations of federal and state officials visited Brazil and Colombia for study tours in May 2016 to meet national and local water sector experts. The delegations to Brazil and Colombia were respectively led by the Permanent Secretary and the Director of Nigeria's Federal Ministry of Water Resources (FMWR). In total, 20 Nigerian officials participated, including five federal government officials (FMWR and Federal Ministry of Finance) and 15 state government representatives or State Water Agency managers.

Study tours began with a half-day introductory session on the situation and history of the host country's water sector, followed by formal meetings and presentations by key sector institutions, some site visits (facilities, systems) and exchanges with operational staff and mealtime discussion with managers. Each study tour included an intermediary and final brainstorming session (four sessions in total), led by the chief of delegation, with



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World Bank team and local consultant support to record participant questions, reactions and takeaways. The formal process of Nigerian water sector revitalization and reform started a year later, in mid-2017.

The results achieved through this initiative are as follows:

**New knowledge:** Exchange participants gained an understanding of the challenges faced in Colombia's and Brazil's water supply and sanitation sectors, and of the medium- to long-term strategies for water sector development, financing and regulation. The Nigerians were able to reflect on the applicability of these solutions to Nigeria's context, and understand possible changes and reform options to improve the coverage and sustainability of water services.

**Enhanced skills:** The exchange programme enhanced the knowledge and skills of the Nigerian delegation in terms of implementing water sector reforms.

**Improved consensus:** Since the Nigerian knowledge exchange participants work at both the Nigerian federal and state levels, the exchange strengthened the relationship between these government officials. The study tours facilitated brainstorming sessions and promoted consensus between potential state and federal reform champions, creating a coalition of reform-minded officials and contributing to the establishment of reform priorities.

**Enhanced connectivity:** The delegations from the three countries formed a group to continue working together. Several of the study tour participants, in particular State Water Commissioners and State Utility Managers, are now at the forefront of the sector reform debate in Nigeria.

**New and improved actions:** **The knowledge gained on sector reforms greatly informed and influenced policy debate and formulation in Nigeria, including those related to clarifying complementarity federal and local government roles, the regulation of utility services, and the design of subsidies and sector financing.** The delegates were empowered to champion

and mobilize Federal and State Government Water Supply and Sanitation sector reforms. This has informed Nigeria's national consultations for the development of Nigeria's Water Supply, Sanitation and Hygiene (WASH) Poverty Diagnostic, and the Sector Revitalization Action Plan in 2017-2018. The Government of Nigeria has also requested World Bank support to design and establish a new National Water Fund.

Following the study tours, the Government of Nigeria asked the World Bank to develop an updated, evidence-based diagnostic of sector conditions, the Nigeria WASH Poverty Diagnostic, 2017. It also asked the World Bank to support the ensuing Federal -States participatory consultation process for development of a WASH Sector Revitalization Action Plan (approved in April 2018), which included a number of governance and financing recommendations inspired by the Brazilian and Colombian experiences. Key reform areas include:

- Strengthening of the institutional framework and Federal-State partnership for sector development
- Establishment of an economic regulator appropriate for Nigeria's low-capacity context
- New Water Supply and Sanitation financing schemes, including rules-based awarding of federal concessional loans and State grant incentives
- Establishment of tariff and subsidy policies
- Supervision and control of water utilities, including the establishment and building of the capacities of a national regulatory system as a short- to medium-term measure. (Each Nigerian state needs to have a full WSS regulatory system, but these will take longer to establish.)

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**Project name:** Strengthening the Water Sector Reform Process in Nigeria

**Countries/Regions:** Brazil, Colombia, Nigeria,

**Nominated by:** The World Bank Group

**Sustainable Development Goal target(s):** 6.1, 6.2, 6.3, 6.a

**Supported by:** World Bank South-South Facility

**Implementing entities:** Governments of Brazil, Colombia, and Nigeria, The World Bank Group

**Project status:** Completed

**Project period:** October 2015 – October 2016

**URL of the practice:** N/A



# Renewable Energy Technology Transfer from China to Ghana and Zambia

## Adapting knowledge and technical skills to bring clean and accessible energy to rural communities

### Challenge

Ghana has increased its share of electricity delivered to households from less than 40 per cent in 2000 to 60 per cent in 2010. Today, more than 70 per cent of households nationwide have access to electricity. However, this national average belies a striking urban-rural disparity, as only 40 per cent of rural households have access to electricity. Similarly, in Zambia, most rural areas are not connected to the national grid and only 3 per cent of the rural population has electricity. Living in the dark after sunset poses unimaginable difficulties for people in the rural communities.

### Towards a Solution

To help rural communities in Ghana and Zambia gain access to electricity, Denmark funded two projects on renewable energy technology transfer (RETT) with Ghana and Zambia, with a strong focus on enabling coherent South-South cooperation between China and African countries to promote the UN's Sustainable Energy for All (SE4ALL) initiative. The projects aim to adapt Chinese experience and technical skills to promote the production of renewable energy technologies in Africa. The projects have a holistic approach to operate both at: 1) the upstream level, supporting the creation of an enabling environment for technology transfer and invigorating the capacity for South-South Cooperation between China, Ghana and Zambia; and 2) the downstream level, in terms of actual transfer and demonstration of technologies with potential upscaling by the private sector.

The Ghana/Zambia/China Renewable Energy Technology Transfer Project is a flagship project in piloting UNDP's innovative approach to trilateral cooperation. By combining the recipient country's needs and expertise with Chinese experience and technical know-how, the trilateral approach transfers knowledge and skills to promote mutual benefits for the countries involved. Through this approach, UNDP serves as a knowledge broker, a capacity builder and a facilitator to respond to the countries' needs and provide a platform for knowledge exchange events.

Many relevant partners from China, Ghana, and Zambia, are collaborating on these projects, including Ghana's Energy Commission, China's Ministry of Science and Technology (MOST) and Zambia's Department of Energy in Zambia, together with the UNDP Country Offices in Accra, Beijing and Lusaka. All partners have facilitated the exchange of expertise and technology among China, Ghana and Zambia. The following initiatives were taken via a participatory approach:

- Workshops and matchmaking sessions were held in China, Ghana and Zambia to facilitate the exchange of best practice as well as to establish solid foundations for stakeholder alliances that include the private sector;
- Several delegations from China visited Ghana and Zambia at the behest of MOST to engage in face-to-face meetings to coordinate the development of the demonstration projects;
- The Energy Commission in Ghana and the Department of Energy in Zambia have



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dispatched several delegations to China to obtain know-how, facilitate demonstration projects and participate in match-making events; and

- UNDP Country Offices in Accra, Beijing and Lusaka have served as bridges among all parties involved, coordinating with all relevant parties to facilitate and supervise the entire RET transfer process.

The projects have achieved the following outcomes:

- The pre-feasibility study and selection of transferable renewable energy technology were completed with a database for RETT solutions being established;
- The project website, an online matchmaking platform, has been launched in both Chinese and English. Updates will be made continuously;
- The National Level Renewable Energy Master Plan for Ghana has been finalized and submitted for parliamentary approval;
- Alliance technology companies and research institutes supporting RETT in Ghana, Zambia and other African partner countries were set up in China; and
- Annual trainings on solar, hydro and biogas technologies and key processes of system design for stakeholders in China and Zambia have been held to remove knowledge barriers for RETT.

Trilateral cooperation, an integral part of South-South cooperation, is an emerging innovative modality that enables countries to share and exchange knowledge and experiences. Trilateral projects identify specific added value and comparative strengths among partner countries (China-Ghana-Zambia) and UNDP in a South-South cooperation format in which all partners contribute and benefit from the cooperation.

To ensure the projects' sustainability, national policy level safeguards are put in place. **The Renewable Energy Master Plan was submitted to the Ghanaian Parliament. It identified and initiated the design**

**of institutional financial mechanisms to upscale renewable energy technology transfer. The Energy Commission of Ghana also established mechanisms to efficiently transfer technical know-how, technology and products.** In Zambia, a renewable energy strategy is currently being drafted upon the completion of policy review.

Furthermore, the projects have enabled a learning platform for China, Ghana and Zambia to engage and cooperate at the international level in renewable energy technology and skills transfer. Future engagements to accelerate sustainable development and demand-driven South-South cooperation in the energy sector are achievable through further discussion and cooperation between relevant stakeholders.

Discussions are underway on replicating the projects in other countries, building on existing UNDP engagements. Countries and other stakeholders involved need strong coordination and willingness to cooperate and learn from each other's experiences. Additionally, the trilateral cooperation model is itself replicable and the learnings from the project on creating enabling environments for renewable energy technology transfer are also replicable in many developing country settings, which could be based on the experience and know-how drawn from the China-Ghana-Zambia projects.

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**Project name:** China – Ghana/Zambia South-South Cooperation on Renewable Energy Technology Transfer

**Countries/Regions:** China, Ghana, Zambia

**Nominated by:** UNDP China

**Sustainable Development Goal target(s):** 1.4, 1.b, 7.1, 7.2, 7.a, 7.b

**Supported by:** Denmark

**Implementing entities:** UNDP and respective governments

**Project status:** Ongoing

**Project period:** 2014 – Present

**URL of the practice:** [goo.gl/KwGHN9](http://goo.gl/KwGHN9); [goo.gl/e4F8BZ](http://goo.gl/e4F8BZ)

# Operationalizing Energy Efficiency in Morocco

## Moroccan Planners learning from Mexico on how to make their cities more energy-efficient through improved public street lighting

### Challenge

Energy consumption is expected to triple in Morocco as a result of the country's economic growth and fast urbanization. Yet, Morocco remains extremely dependent on fossil fuel imports. With a 96 per cent dependence rate in 2012, Morocco's energy system is highly reliant on imported coal, oil and gas, and electricity from Spain. Due to its very strong reliance on imported energy, the Government of Morocco has set ambitious goals to increase energy efficiency, contributing to Sustainable Development Goal (SDG) target 7.3.

Furthermore, by 2050, 70 per cent of the country's population will be urban, adding about 10 million people to Moroccan cities. Cities use a great deal of energy, and as Morocco urbanizes, one area of clear need is for municipal authorities to lead efforts to upgrade public street lighting for better energy efficiency.

### Towards a Solution

Understanding that it could benefit from a knowledge exchange focused on municipal sectors and energy efficiency, the Moroccan Ministry of Energy, Mines and Sustainable Development asked to meet with countries that had implemented urban energy-efficiency projects. To inform the design of Morocco's new Energy Efficiency project, the Moroccans wanted to learn about initiatives that enable city authorities to achieve tangible, short- to medium-term, market-ready energy efficiency investments. In response, the World Bank team in charge of the project used a grant from the South-South Experience Exchange Facility (South-South Facility) to organize a knowledge exchange with Mexican experts who had recently completed urban energy use reforms. The long-term goal of the initiative was to make Moroccan cities more energy-efficient by improving public street lighting.

The knowledge exchange started with a video-conference to help participants identify knowledge gaps, clarify goals for a study visit, and agree on learning objectives. For the main part of the knowledge exchange, a delegation from Morocco visited Mexico. On both the Mexican and Moroccan sides, participants were all directly involved in the preparation and implementation of energy efficiency projects. The 12 Moroccan participants in the exchange came from various departments and state-owned enterprises involved in energy efficiency and public lighting. The participants from Mexico were selected to closely match their Moroccan counterparts. The knowledge providers were management and staff from the Mexican power utility (CFE), who had developed the national efficient public lighting programme in coordination with the national agency for energy efficiency (CONUEE) and the local development bank (BANOBAS). Officials from the Mexican Secretariat of Energy (SENER) also provided valuable energy efficiency policy guidance. World Bank Energy Specialists based in Rabat and Mexico City organized the exchange between the two Governments.

7 AFFORDABLE AND CLEAN ENERGY



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A dissemination workshop in Rabat hosted by the Moroccan Ministry of General Affairs and Governance followed the exchange in June 2016.

The following results were achieved from this exchange:

**New knowledge:** The exchange allowed Morocco to learn from another developing country with similar energy challenges related to lighting strategies and programmes. Moroccans learned about the Mexican energy sector, Mexico's energy efficiency programme, its new energy transition model, the Mexican Efficient Lighting Programme, the major reforms conducted in August 2014, the establishment of a green certificate market, and the choices made by Mexico related to pricing electricity and production and transport costs.

**Enhanced skills:** The exchange strengthened Morocco's technical and operational skills related to energy efficiency programmes. The Moroccans learned from Mexico's strategy with regard to financing and facilitating investment in energy efficiency and public lighting, standardizing energy efficiency codes, disseminating good practices, and centralizing data on sector energy intensity. The Moroccans also learned about Mexico's actions in protecting the environment and reducing the impact of climate change.

**Enhanced connectivity:** The resulting partnership helped strengthen Moroccan capabilities for implementing efficient public lighting.

**New and improved actions:** **Enhanced knowledge and skills from the knowledge exchange informed the preparation and design of the Moroccan National Lighting Transformation Programme launched in December 2016 and completed in April 2018.** With World Bank assistance, the Government of Morocco carried out a detailed review of the public

lighting sector as part of a strategy to deploy public-private partnership (PPP) approaches to upgrade public lighting across the country. After the exchange, Moroccan officials involved in energy efficiency were trained on how to increase the number of feasibility studies in cities throughout Morocco. For example, the city of Marrakech completed a preliminary assessment of some municipal services' energy performance in the context of the COP22 Conference for Climate Change in 2016.

Organizing learning exchanges between countries in similar development conditions is highly beneficial because they face similar challenges and opportunities. Participants can learn a great deal from both success and failure stories. However, there is no 'one-size-fits-all' solution for promoting energy efficiency: each country can learn from the experiences of other countries and adapt according to their context.

To replicate this good practice, a strong champion and political will at the highest level are needed to deploy energy efficiency national programmes. Strong leadership is called for to coordinate relevant local and foreign stakeholders. The financing support of international institutions is not a prerequisite per se, but performance-based incentives can be highly persuasive when it comes to convincing leaders on the importance of promoting energy efficiency.

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**Project name:** Operationalizing Energy Efficiency in Morocco

**Countries/Regions:** Mexico, Morocco

**Nominated by:** The World Bank Group

**Sustainable Development Goal target(s):** 7.3, 13.2, 17.5

**Supported by:** The World Bank South-South Facility

**Implementing entities:** Government of Mexico; Government of Morocco; The World Bank Group

**Project status:** Completed

**Project period:** February 2016 – September 2016

**URL of the practice:** N/A



## Service Innovation Fund

### Developing and implementing innovative solutions to address citizen-centric problems

#### Challenge

In Bangladesh, citizens must travel long distances, often make multiple trips, incur high costs and endure considerable delays and frustration when accessing various services, especially government services. They also lack information on how to navigate through convoluted public service delivery processes. In addition, the Government must spend substantial amounts to cover administrative and transaction costs because of archaic, paper-based, manual processes. Due to the centralized, hierarchical nature of decision-making, officers at mid- and field levels rarely have an opportunity to contribute their input, even though they are better placed to offer useful ideas and solutions to improve service delivery at citizens' doorsteps. Similarly, several adaptive technologies can be used to make citizens' lives easier, featuring small innovations to improve accessibility and affordability. Intuitive officers and innovators often lack the resources or a conducive environment to experiment with potential solutions.

#### Towards a Solution

To fulfil the national development targets and SDGs, Access to Information (a2i) has been making significant efforts to nurture innovation across the country and bring sustainable solutions to citizen-centric problems. The Service Innovation Fund (SIF) is designed to encourage the upscaling of innovative home-grown solutions and ensure that these localized and effective solutions are accessible. The initiative embraces the notion of co-creation and engages government agencies, development organizations, non-governmental organizations (NGOs), academic institutions, private companies and even individuals as active partners to pursue innovation and help simplify citizens' lives. a2i facilitates innovative ideas with seed money to conduct pilots in a specific region for feasibility testing and assesses the adaptive potential of the solution. To date, more than 150 innovations have been created through this funding mechanism.

The SIF defines an innovation as any idea or initiative that eliminates unnecessary steps that citizens must take to access services and leverages technology to improve them. The innovation must reduce the time, cost and travel or number of visits required to obtain them and also improve their quality. Anyone can apply any time, year-round, to a seed fund for a maximum of USD 32,000 per innovative project. The priority areas include service decentralization and delivery, gender empowerment, empowerment of persons with disabilities, healthcare, agriculture, rural development, right to information, green initiatives disaster management and low-cost devices.

Innovators who are awarded seed funds to develop and implement innovative solutions are introduced to experts and mentors from relevant fields to refine and improvise the solution from the very beginning of the project. a2i facilitates linkages between innovators and relevant ministries/government sectors that can contribute to scaling up or replicating the innovations at the national level. Innovators become co-owners of the intellectual property rights to the ideas. This facilitates ownership by the



Low Cost Communication Device for Persons with Speech Disability



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ministries and directorates for national scale-up. It also provides the basis for revenue-sharing arrangements for innovations that have the potential to generate financial return.

The SIF created an unprecedented opportunity to incubate solutions from both governmental and non-governmental stakeholders. To facilitate innovative solutions to national problems, a2i provides a seed fund through various competitive mechanisms under the SIF. As of March 2018, a total of 208 projects have received pilot seed funding; 20 of those have been prepared for national scale-up. The innovative solutions

have been cultivated from civil service, start-ups, academia, non-governmental organizations (NGOs) and students throughout Bangladesh.

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**Project name:** Service Innovation Fund

**Countries/Regions:** Bangladesh

**Nominated by:** Government of Bangladesh

**Sustainable Development Goal target(s):** 8.2

**Supported by:** Government of Bangladesh, UNDP and USAID

**Implementing entities:** Access to Information (a2i) Programme, ICT Division, Bangladesh

**Project status:** Ongoing

**Project period:** 2012-Present

**URL of the practice:** [www.ideabank.gov.bd](http://www.ideabank.gov.bd)





# ILO Social and Solidarity Economy Academy

## Building regional and interregional networks and platforms for knowledge and experience-sharing

### Challenge

The Social and Solidarity Economy (SSE) exists in various forms across the globe. Social economy, solidarity economy, popular economy and third sector are only a few of the terms used to refer to a concept that designates enterprises and organizations that, through the production of goods, services and knowledge, pursue explicit social and, often, environmental aims and foster solidarity. Because of their responsibilities and agendas, the many SSE stakeholders (including policy makers, academics, workers' and employers' organizations and SSE practitioners) do not necessarily communicate, leading to policies disconnected from local realities. This is even more so for SSE stakeholders in the Global South, who have little opportunity to influence policy, and those in greatest need of favourable SSE policies.

### Towards a Solution

To address this challenge, the International Labour Organization (ILO) introduced the Social and Solidarity Economy (SSE) Academy to:

- Contribute to a better understanding of the SSE concept;
- Emphasize the relevance of SSE as an alternate/complementary development paradigm, both within the ILO's Decent Work Agenda and the 2030 Sustainable Development Agenda, specifically Sustainable Development Goal (SDG) 8: Decent work and Economic Growth;
- Build new and strengthen existing SSE networks;
- Facilitate sharing of best practices and knowledge; and
- Create and foster an SSE community of practice.

Thanks to scholarships funded by the ILO's SSTC programme, the ILO SSE Academy includes participants from the Global South. Covering travel, accommodation and participation fees, the scholarships allow selected individuals to attend the Academy and share knowledge, best practices and challenges with other SSE stakeholders they usually would not have the opportunity to meet, thereby breaking down the barriers that usually exist among them, in line with SDG 17, target 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). The Academy's flexible and interactive dynamics allow for an enriching experience for both new and experienced SSE stakeholders. It includes a series of plenaries that set the scene for the elective sessions, which are designed to generate deeper discussions and interactions on specific topic within the Academy's broader theme.

The Academy also features field visits, during which participants gain a first-hand view of concrete SSE initiatives in the host city and country. Field visits allow participants to discuss directly with SSE stakeholders and take stock of local experiences. This allows the policy makers in attendance to translate their realities into their policy-making, fostering



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a bottom-up approach. Furthermore, participants gain access to the Distance-Learning Platform before the Academy, so all participants can become familiar with the basic principles and notions of SSE. **South-South and triangular arrangements can expand the impact of the Social and Solidarity Economy in national contexts by building regional and interregional networks and platforms for knowledge and experience-sharing. Many SSE networks already exist among countries from the South**, for example, the Latin American Coordination Bureau of Fair Trade (MCLACJ), MERCOSUR Solidario, ASEC network in Asia and RIPESS.

The participants are asked to write an article about SSTC in general and the Academy's theme specifically. Articles have addressed topics such as youth employment, sustainable development, social innovation for decent work, local development, innovative SSE ecosystems and the future of work. The articles are used to stimulate discussions during the sessions of the Academy, including the elective session on SSTC.

The Academy is demand-driven, with the constituent asking the ILO to host an Academy in its country. Nine academies have been held (Turin, Italy; Montreal, Canada; Agadir, Morocco; Puebla, Mexico; Campinas, Brazil; San José, Costa Rica; Seoul, Republic of Korea; and Luxembourg City, Luxembourg). The 10th Academy will take place in Spain in 2018.

In some instances, the Academy has led to further development cooperation projects with the funding ministry or directly with constituents themselves.

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**Project name:** ILO Social and Solidarity Economy Academy

**Countries/Regions:** Global (as of now Brazil, Canada, Costa Rica, Italy, the Republic of Korea, Luxembourg, Mexico, Morocco, South Africa, Spain)

**Nominated by:** ILO

**Sustainable Development Goal target(s):** 8.3, 17.9

**Supported by:** ILO and partnering constituent

**Implementing entities:** ILO, relevant constituent (usually Ministries of Labour)

**Project status:** Ongoing

**Project period:** 2013-Present

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



# Partnership for Action on Green Economy

## Mutual learning between Kyrgyzstan and Mongolia on green economic policies and practices to advance the 2030 Agenda

### Challenge

Kyrgyzstan is a landlocked country and its economy is mainly driven by agriculture, extractive industries and hydropower energy sectors. The economy relies heavily on agriculture (around 40 per cent of total employment) and natural resources. Land degradation and desertification pose serious economic, social and environmental challenges.

The Kyrgyz Government is committed to reversing environmental degradation and promoting inclusive and sustainable economic growth. The transition to more sustainable development pathways has been recognized as a national priority in various policy frameworks. However, the country faces challenges in implementation.

### Towards a Solution

To address the above challenge, tailored support to sectoral, macro-economic and thematic policy analysis is a key area for Partnership for Action on Green Economy (PAGE) support. PAGE seeks to place sustainability at the heart of economic policies and practices to advance the 2030 Agenda and supports nations and regions in reframing economic policies and practices around sustainability to foster economic growth, create income and jobs, reduce poverty and inequality, and strengthen the ecological foundations of their economies. PAGE brings together five United Nations agencies – UN Environment Programme, International Labour Organization (ILO), United Nations Development Programme (UNDP), United Nations Industrial Development Organization (UNIDO), and the United Nations Institute for Training and Research (UNITAR). Their combined mandates, expertise and networks can offer integrated and holistic support to countries on inclusive green economy, ensuring coherence and avoiding duplication. PAGE countries are engaged at different stages of a green economy transformation, which provides an ideal platform to initiate South-South cooperation among countries.

**South-South and triangular cooperation between Kyrgyzstan and Mongolia provides an opportunity to build and strengthen mutual exchange on green economy policy development and practice between the two neighbouring countries, which is key to the successful implementation of green economy objectives.**

This initiative emerged within the framework of an agreement between ILO and UNITAR to strengthen South-South cooperation between PAGE countries. Kyrgyzstan was beginning to promote a green economy and was interested in learning from the PAGE Mongolia experience, including lessons learned, challenges and achievements, as Mongolia was approaching the end of its PAGE-supported programme.

Accordingly, two study visits took place to facilitate peer-to-peer learning between the two countries. The Kyrgyz delegation attended a PAGE Week in Mongolia devoted to green economy issues in September 2017. The delegation included representatives of the



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Ministry of Finance, the Ministry of Economy, the Council on Business and Entrepreneurship Development under the Parliament, the State Agency for Environmental Protection and Forestry, as well as the Business Association, JIA.

This visit provided an excellent opportunity for peer-to-peer real-life exchanges among stakeholders directly involved in developing and implementing the policy reform for green economy. The participation of the Kyrgyz counterparts in a number of PAGE events organized throughout the week provided insights into how specific areas of work can be implemented more effectively in Kyrgyzstan, including: sustainable finance strategy; Mongolian Green Credit Fund; platforms for bringing global climate capital to the country; non-banking sustainable finance instruments; and a better understanding of the principles of sustainable finance among business and banking associations and others.

Kyrgyzstanis greatly appreciated the Mongolian experience in the introduction of green procurement at the government level and have made a commitment to replicate the best practices in the Kyrgyzstani context.

During the second study visit, a Mongolian delegation visited Kyrgyzstan in November of 2017 and participated in the forum, "Green Economy from Theory to Practice: New opportunities for business." The Mongolian counterparts shared their achievements in introducing the green economy at the national level and learned about Kyrgyz experiences in the use of green technologies in business. The Mongolian delegation included representatives of the Ministry of Finance, the Ministry of Environment and Tourism, HacBank and the International Finance Corporation (IFC) in Mongolia.

The sustainability and replication elements of this South-South exchange were strong. Due to the similarities in the two countries' political, historical, cultural, economic and social contexts, peer-to-peer learning was effective and practices from one country were easily adapted to the

other. The benefits gained are being put into use over the medium- and longer term. There are plans to continue this successful South-South cooperation in 2018 and beyond both with PAGE and non-PAGE countries. The workstreams include sustainable financing, sustainable public procurement, green economy in education and green skills/jobs. There are plans to explore the Green Employment Projection Model under ILO's leadership in 2018.

The green jobs agenda has been a cross-cutting and integral element of the exchange. Both countries received the findings of the Green Skills Assessment, conducted in Mongolia by ILO in 2014 and in 2017 in Kyrgyzstan. Within PAGE in Kyrgyzstan, the work on green employment projects is scheduled to continue with the ILO in 2018. In addition, with respect to sustainability, the two countries are using the opportunity provided by other similar United Nations or government programmes to maintain the momentum of the exchange. The new workstream on sustainable finance led by the Organisation of Economic Co-operation and Development (OECD) and the Kyrgyz Finance Ministry initiative on sustainable public procurement offer two examples.

The Kyrgyzstan and Mongolia exchange can serve as a good practice that includes true triangular cooperation, based on the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Programme for Sustainable Economic Development (PSED) assistance in the form of technical expertise and financial contribution to support the study tours. In addition, the knowledge shared on the Mongolian experience served to integrate new and targeted elements in the implementation of the PAGE programme in Kyrgyzstan to incorporate the inclusive green economy into its policy framework on sustainable development.

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**Project name:** Partnership for Action on Green Economy: Mutual learning between Mongolia and Kyrgyzstan on green economic policies and practices to advance the 2030 Agenda

**Countries/Regions:** Kyrgyzstan, Mongolia

**Nominated by:** ILO, UNEP

**Sustainable Development Goal target(s):** 8.3, 8.4, 13.2, 17.6, 17.7

**Supported by:** ILO

**Implementing entities:** Partnership for Action on Green Economy (ILO, UNEP, UNITAR, UNIDO, UNDP)

**Project status:** Ongoing

**Project period:** 2017 -2019

**URL of the practice:** [goo.gl/M9qWLT](http://goo.gl/M9qWLT); [goo.gl/VC8guw](http://goo.gl/VC8guw); [goo.gl/vs8jNz](http://goo.gl/vs8jNz)

# Safeguarding World Heritage along the Silk Roads

## Support for Silk Roads World Heritage Sites in Central Asia to promote sustainable development and sustainable tourism

### Challenge

The Silk Roads have represented routes of integration, exchange, and dialogue between different cultures and civilizations over more than two millennia. Situated at the convergence of the many Silk Roads, the Central Asian Republics (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan) are home to numerous historic and cultural sites attesting to the Silk Roads' role as crossroads of civilizations. Nonetheless, Central Asia has been one of the most under-represented regions on the World Heritage List, not only because the late ratification of the 1972 World Heritage Convention, but also because the lack of capacity and resources, and dearth of legal protection and management systems. The five Republics equally remain under-developed socio-economically, albeit presenting enormous potential for culture-based development.

### Towards a Solution

The Silk Roads brought about the transmission of knowledge, ideas, cultures and beliefs which had a profound impact on the history and civilizations of the Eurasian peoples. Countless historic natural and cultural sites remain along the Silk Road. UNESCO has a long history of working to safeguard the rich cultural heritage of the Silk Roads and promoting its contribution to sustainable development and sustainable tourism.

Since 2003, UNESCO's World Heritage Centre has coordinated the preparation of the transnational World Heritage nomination of the Silk Roads Cultural Routes in Asia. The project aims to guide States Parties to the 1972 World Heritage Convention in preparing Silk Roads transnational World Heritage nomination dossiers to address the insufficient representation of heritage routes on the World Heritage List. This also contributes to the implementation of the World Heritage Committee's Global Strategy for a Representative, Credible, and Balanced World Heritage List, adopted in 1994.

Work undertaken as part of the 3-year UNESCO/Japan Funds-in-Trust (JFIT) project to support the Silk Roads World Heritage Serial and Transnational Nomination in Central Asia, between 2011 and 2014, paved the way towards establishing the standards of documentation and research necessary to finalize the first two nominations: The "Silk Roads: Penjikent-Samarkand-Poykent Corridor", jointly submitted by Tajikistan and Uzbekistan, and the "Silk Roads: the Routes Network of Chang'an-Tianshan Corridor", jointly submitted by China, Kazakhstan and Kyrgyzstan. A second phase of the Japan funded project aims to further enhance the capacities of national authorities, providing them with additional training in documentation and archaeological research, conservation and management planning, in order to ensure that the Silk Roads corridors are managed sustainably.

This transnational World Heritage nomination process is still on-going, thanks to the support of the governments of China, Italy, Japan, the Netherlands, Norway and the Republic of Korea. China and the five Central Asian countries also provided in-



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kind contributions, while International Council on Monuments and Sites (ICOMOS), the Belgian Federal Science Policy Office, Japanese institutions and the ICOMOS International Conservation Centre in Xi'an provided technical assistance. ICOMOS Thematic Study for Silk Roads found that a selection of corridors across various geo-climatic areas, reflecting the varying chronological shifts in emphasis along the routes, will help to ensure that the wider range of responses are encompassed. The successful nomination of the two corridors mentioned above encourages the serial and transnational nomination approach in Central Asia. This approach is being replicated in the "Penjikent-Samarkand-Poykent-Merv Zarafshan Heritage Corridor" (Tajikistan, Turkmenistan and Uzbekistan), the "South Asian Silk Roads" (Bhutan, China, India, and Nepal), the "Fergana-Syrdarya Silk Roads Heritage Corridor" (Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan), and in other ongoing initiatives such as the "Maritime Silk Roads and Mausam: Maritime Routes and Cultural Landscapes".

To respond to the growing tourism demand along the Silk Roads, a project supported by the Netherlands is being implemented **to develop a Common Tourism Strategy for the Silk Roads Heritage Corridor in Central Asia and China, in cooperation with the World Tourism Organization (UNWTO) and the World Federation of Tourist Guide Associations.** The Strategy focuses on training tourist guides and encourages visitors to explore the region more widely and increase the quality and length of their stay. It is also a valuable opportunity to strengthen the inter-state relations in the region and create new opportunities for community investment. The project has contributed to SDG 8.9 on sustainable tourism and 12.b on the promotion of local culture and products, as well as SDG 11.4 on the protection of the world's cultural and natural heritage and SDG 16 on sustainable and inclusive societies.

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**Project name:** Support for Documentation Standards and Procedures of the Silk Roads World Heritage Serial and Transnational Nomination in Central Asia (Phase I); Support for Silk Roads World Heritage Sites in Central Asia (Phase II)

**Countries/Regions:** Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

**Nominated by:** UNESCO

**Sustainable Development Goal target(s):** 8.9,11.4,12.b,16

**Supported by:** Government of Japan

**Implementing entities:** UNESCO

**Project status:** Ongoing

**Project period:** 2011-2014 (Phase I); 2015-2018 (Phase II)

**URL of the practice:** [goo.gl/HNhwAQ](http://goo.gl/HNhwAQ)

# Morocco and Tunisia: Facilitating Market Access for Selected Value Chains of Typical Food Products

8 DECENT WORK AND ECONOMIC GROWTH



## Improving livelihoods of small-scale rural producers

### Challenge

Small-scale rural producers often struggle to compete on price with standardized products in commodity markets. For these producers, a new trend signifies major opportunities, as increasing numbers of consumers search for authenticity and are willing to pay higher prices for typical food products that are deeply rooted in the culture and tradition of their origin. Not only can small-scale rural producers be freed from competition on price, where they are disadvantaged, they can also be rewarded for maintaining biodiversity and cultural heritage in niche markets. However, if small-scale rural producers are to take advantage of these opportunities, improvements are needed in productivity, quality compliance and product development, and enhancement of their position in both domestic and export markets.

### Towards a Solution

*Projet d'Accès au Marché des Produits Agroalimentaires et du Terroir (PAMPAT)* aims at improving the performance, market access and socioeconomic conditions of several value chains in Morocco and Tunisia. Selected value chains include those of argan oil and prickly pear in Morocco and harissa, fig and prickly pear in Tunisia. The project aims to address SDG 8 by improving the productivity, quality compliance and product development of small-scale rural producers, with a focus on supporting young entrepreneurs, women and producers from disadvantaged regions. The project also addresses SDG 12 by improving the environmental sustainability of the selected value chains.

Within the project, the United Nations Industrial Development Organization (UNIDO) supported the first Moroccan contest for traditional food products, which was held in Rabat, Morocco in November 2014. The contest served as a powerful tool to foster market access to traditional food products by linking producers and consumers. More than 360 products and 100 tasters participated in the event. UNIDO brought the Swiss Rural Foundation of the Jura region (FRI) on board to support the organization of the Moroccan contest.

Participants from Tunisia attended the Moroccan contest to familiarize themselves with the organizational procedures. Tunisian participants were involved in the preparation and testing phases of the contest and the study tour to Morocco provided opportunities for Tunisian participants to discuss, with their Moroccan counterparts, how to integrate the contest into their national strategy to support and promote traditional food products. Morocco has already mapped the main products of the terroir and is actively promoting several geographical areas, an experience that is in line with the needs of Tunisia, which is in the early stage of actively promoting their traditional food products. The tools and procedures previously used in Morocco will be adapted in Tunisia. Regular strategic exchanges will be maintained between both countries to allow Tunisia to capitalize on Morocco's experiences and lessons learned.



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**As a result of the exchange, Tunisia has initiated an in-depth analysis and mapping of its own traditional food products and has decided to organize a national contest in 2017/2018.** The selected traditional products are deeply rooted in local rural communities. By adding value along the entire value chain, the project helps to improve livelihoods of small-scale rural producers, creates jobs and promotes sustainable and inclusive local economic development.

The project's long-term sustainability is guaranteed by its participatory approach and strong capacity- building component. The main stakeholders of the value chains selected based on official requests for assistance formulated by the Tunisian Ministry of Industry and

Ministry of Agriculture were involved in the project's development. The project has also worked with national institutions to support the national strategy and strengthen the country's capacity to identify, promote and add value to quality and origin-linked products.

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**Project name:** Projet d'Accès aux Marchés des Produits Agro-alimentaires et de Terroir (PAMPAT)

**Countries/Regions:** Morocco, Tunisia

**Nominated by:** United Nations Industrial Development Organization (UNIDO)

**Sustainable Development Goal target(s):** 8.2, 8.3, 8.5, 12.3

**Supported by:** Swiss State Secretariat for Economic Affairs (SECO)

**Implementing entities:** UNIDO

**Project status:** Ongoing

**Project period:** 2013 –2019

**URL of the practice:** <http://pampat.ma/en>





## Bangladesh: Empathy Training

### Empathy, innovation, empowerment: bringing service to citizens' doorsteps

#### Challenge

Bureaucratic delays in delivering public services are prevalent. The typical top-down management system within the government usually hinders an optimal service delivery process. Decisions tend to be made at the top level, and officers at mid- and field levels rarely have an opportunity to offer innovative ideas to improve services and their delivery systems. Civil servants who are in a position to overhaul processes and institutionalize improvements in service delivery are far removed from the grassroots level, where citizens come in contact with the system and are often unable to identify “pain points” from the citizen’s perspective.

The Government of Bangladesh has faced major challenges posed by the lack of innovative culture and restrictions on experimental approaches to improve public services. “Empathy training” tackles institutionalized inefficiency, with the aim of reducing time, cost and visits (TCV) required by citizens to receive public services, while working to stimulate the culture of innovation within branches of the Government.

#### Towards a Solution

To address the above challenge, the Government of Bangladesh introduced empathy training, an innovative intervention by the Access to Information programme (a2i), inspired by Nesta’s design thinking model of innovation. The five-day training model was customized to align with the country’s socio-cultural and institutional identity, thereby ensuring that it can be a sustainable initiative with long-term impact. Through the training, public servants are encouraged to design ways to improve service delivery and reduce TCV involved in accessing services. By using features from design thinking, experimental learning and the concept of the “secret shopper”, trainees are better able to relate to a citizen’s perspective and feel empathy.

The training is the initial phase of the empathy-triggered innovation journey, through which a2i helps to create an innovation-based culture for public servants to develop creative solutions for citizens. Following the training, those with ideas for possible interventions participate in a five-day project design and documentation workshop. Innovators are also assigned individual mentors, who help them develop their idea further. Additionally, a2i has over 1,000 Innovation Teams from all levels of government to support the innovators at all stages. Once the pilot is complete, a2i holds innovation showcases around the ministries, highlighting the innovator’s work and progress and evaluating whether it can be replicated on a larger scale, eventually leading to a national-level initiative.

**To date, a2i has trained 5,392 civil servants, which has led to 1,137 empathy intervention pilot projects: 555 have been completed and 582 are still ongoing. Of the total 1,137 pilot projects, 57 have been replicated in other subdistricts.**



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Eighteen have been scaled up nationally, reaching over 18 million citizens. Linking a culture of innovation to economic development, the project directly addresses SDG 9 by enabling civil servants to provide more efficient services and establish more open platforms to achieve improved collaborative dialogues. In conjunction with private sector partnerships, the innovation has grown into a powerful tool to catalyse long-term changes. The impact of the training goes beyond the SDG 9 to affect other SDGs because the innovations intervene in multiple sectors, including health care, education, crop farming, fisheries, and land and human rights.

The project's sustainability and replicability are closely aligned and depend on the public service culture's adaptability to the changes resulting from the innovation. In terms of sustainability, the Government of Bangladesh has already approved a separate budget code for innovation-related funding across all ministries, supporting various innovation pilots, training and other activities, with almost USD 12 million in funding. Empathy training has become the tool for exploration among civil servants in Bangladesh, providing a compass that guides the search for innovation. Each ministry has established its own innovation team. During monthly cabinet meetings, discussions on innovation are mandatory and progress towards innovation within ministries is reviewed. A "Public Service Innovation" Facebook group enables public servants from all hierarchical levels across Bangladesh to come together to share their challenges and ideas, making it a constructive platform that facilitates a new, open dialogue within the community about innovation, further emphasizing

the significance of shifting their institutional behaviour.

To date, a2i has partnered with more than 50 government training institutes in Bangladesh, the Singapore e-Government Leadership Centre (eGL) under the aegis of the National University of Singapore, and the Behavioural Insights Team (BIT) to share experiences and learning to ensure sustainability of this best practice.

Successful replicability depends on building a culture that supports innovation, which demands multidimensional support. It starts with selecting the right participants for the empathy training – that is, entrepreneurial civil servants who are eager to improve the current environment and who have the interpersonal skills to catalyse changes - and encouraging and including others in larger-scale, innovation-driven problem-solving.

Official memoranda of understanding (MOUs) have been signed with the Royal Kingdom of Bhutan and the Republic of Maldives, where a2i will provide technical assistance in several areas, including implementing the empathy training model. Furthermore, a2i is currently in discussions with countries that have shown interest in adopting this model.

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**Project name:** Empathy Training

**Countries/Regions:** Bangladesh, Bhutan, Maldives

**Nominated by:** Government of Bangladesh

**Sustainable Development Goal target(s):** 9.5, 9.b, 9.c

**Supported by:** Government of Bangladesh, UNDP, USAID

**Implementing entities:** Access to Information (a2i) Programme, ICT Division, Bangladesh

**Project status:** Ongoing

**Project period:** 2012 -2018

**URL of the practice:** <https://a2i.gov.bd/empathy-training/>



# Promoting Affordable Prefabricated Housing in Liberia

## Providing adequate housing for people

### Challenge

With a fast-growing population and rapid urbanization process, many African countries now face increasing pressure to provide adequate housing for their citizens.

Over the past 10 years since the end of the civil war in Liberia, the country has been vigorously developing its infrastructure, attracting foreign investment, developing production and aiming to achieve long-term peace and stability in order to revitalize the economy and improve livelihoods. As one of the important components in infrastructure construction, the development of civil, commercial and industrial buildings and other projects are essential to improve livelihoods and stimulate economic development. However, the lack of local construction materials and a small manufacturing sector, with only one cement factory in Liberia, have impacted infrastructure development.

### Towards a Solution

To address these obstacles and improve the status of Liberian construction, China Africa Business Council (CABC), together with Hengtong Lux Wood, has designed an affordable housing construction scheme. As the implementing unit, Hengtong Lux Wood counts on considerable experience in building materials management and construction. The company also provides one-stop services, including architectural design, building material production, centralized procurement, logistics and transportation, as well as on-site technical training. Given the positioning of low-cost housing in Liberia, Hengtong launched an innovative prefabricated building structure. The main components, such as walls, floor slabs, windows, doors and structures, are prefabricated at the factory. After they are transported to the site, they are assembled quickly, based on drawings. In the CABC-supported programme, Hengtong Lux Wood has promoted prefabricated housing in Liberia in accordance with these three steps:

- On-site research on prefabricated housing in Liberia is carried out to identify feasible technologies for prefabricated homes in the country;
- Demonstration and capacity-building activities are held in Monrovia using existing prefab projects; and
- Experience-sharing and workshops for housing officials and technicians are organized in Liberia and China for technical exchanges.

Throughout the project, capacity-building workshops were provided to local workers, who were taught building methods and skills through demonstrations of prototypes. The training focused on construction methods, structural stability, waterproofing, moisture-proofing and anti-corrosion treatments.

The project also organized a conference, “Experience Promotion and Technical Workshop of Low-Cost and Rapid Building in Liberia”, attended by government officials, construction experts and other institutions to promote prefabricated housing methods. Through in-depth discussions in the workshop and at site visits, the local social security bureau became extremely interested in such houses and expressed its willingness to



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sign a cooperation framework agreement with the company to jointly develop low-cost houses for local people. The Hengtong Lux Wood assembly process does not require heavy equipment and is free from weather constraints. Fifty per cent less time is needed for assembly and total costs are 30 per cent lower than for traditional construction. For African countries such as Liberia, with a prolonged rainy seasons, this technology can greatly reduce the construction period and cut costs, easing pressure on housing demand for the long-term.

The project highlights the advantages of affordable assembly-type buildings in terms of construction speed, comfort, safety, economy and practicality, which constitutes a new construction technology system that is suitable for Liberia and meets the basic demand

of low-income groups both there and in neighbouring African countries. More importantly, the programme makes a positive contribution to Liberia's economic development and livelihood improvement. During project implementation, the company took the lead in organizing and coordinating the participation of more than 200 people specialized in design, production, procurement, logistics and construction, among other trades. Furthermore, **it created more than 300 jobs for Liberians in fields such as construction, retail, catering and service industries, increasing their average income by over 30 per cent.**

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**Project name:** Promoting Prefabricated Housing in Liberia

**Countries/Regions:** China, Liberia

**Nominated by:** China-Africa Business Council

**Sustainable Development Goal target(s):** 1.1, 9.1, 9.a

**Supported by:** China-Africa Business Council

**Implementing entities:** Hengtong Innovation Lux Wood Technology Co., Ltd.

**Project status:** Completed

**Project period:** April 2017-March 2018

**URL of the practice:** <http://en.cabc.org.cn>



# Global Network of Regional Sustainable Energy Centres

## A “New Deal” for economies of scale and inclusiveness in the energy and climate transformation

### Challenge

Access to affordable, reliable and sustainable energy is not only part of SDG 7, but is also essential for achieving other SDGs and is at the centre of efforts to tackle climate change. However, the moderate growth rates of Sustainable Energy and Climate Technology (SECT) markets in many developing countries demonstrate that SDGs 7, 9, and 13 cannot be achieved by 2030 under business-as-usual scenarios. In this context, formal, informal, centralized and decentralized multi-stakeholder partnerships can leverage flexible networks and resources among a broad range of like-minded partners in both developing and developed countries. In addition, partnerships can become important accelerators and help to achieve economies of scale.

### Towards a Solution

To address this challenge, the United Nations Industrial Development Organization (UNIDO), in partnership with sub-regional economic communities (RECs) and their Members States, established the Global Network of Regional Sustainable Energy Centres (GN-SEC), an innovative South-South and triangular multi-stakeholder partnership to accelerate the energy and climate transformation in developing countries. Since 2010, UNIDO has assisted RECs to establish and operate sub-regional sustainable energy promotion centres.

The gradually expanding partnership comprises a sub-network of centres for the African and the Arab region in cooperation with the East African Community (EAC), Southern African Development Community (SADC), Economic Community of West African States (ECOWAS), Arab League and a sub-network for Small Island Developing States (SIDS) in cooperation with SIDS DOCK<sup>1</sup>, Caribbean Community (CARICOM) and the Secretariat of the Pacific Community (SPC). Currently, the network is expanding to include Central America, Central Asia and the Himalaya-Hindukush region.

The regional sustainable energy centres aim to accelerate the energy and climate transformation by creating economies of scale and ensuring equal progress and spillover effects among countries. In partnership with Member States and other sub-regional players (e.g. power pools, utility organizations, regulatory authorities and regional banks), the centres work to create integrated regional markets for SECT products and services by setting targets, policies, standards and incentives, as well as de-risking of investments by providing reliable data, analytics, bundling of projects and convening power. Each centre has its own priorities depending on the demand in Member States.

<sup>1</sup> SIDS DOCK is an initiative among member countries of the Alliance of Small Island States (AOSIS) to provide SIDS with a collective institutional mechanism to assist them in transforming their national energy sectors into a catalyst for sustainable economic development and help generate financial resources to address adaptation to climate change.



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Some of the barriers to the development of SECT markets can be addressed more effectively and at lower cost at the sub-regional level. The GN-SEC centres play an important role in setting domestic priorities, contributing to donor harmonization and coordination, as well as ensuring the sustainability and availability of results and deliverables after project closure. The centres provide the RECs with the urgently needed technical capacities to coordinate and monitor the implementation of sub-regional energy and climate policies/regulations at the national level.

Moreover, GN-SEC centres serve as knowledge resource facilities and provide advice to Member States on how best to manage the transition towards sustainable energy. **Through cross-border approaches and methodologies, the centres complement and accelerate national efforts in the areas of policy and regulation, capacity development, knowledge and data management, awareness raising, as well as the promotion of investment, innovation and entrepreneurship. The centres serve as a hub for all kinds of domestic and international partnerships.**

The GN-SEC is currently becoming a formalized global platform to advocate for SDGs 7, 9 and 13, and joint interests in international policy processes. The platform is hosted by UNIDO in Vienna, Austria. It also provides a virtual market place for South-South cooperation activities and joint project proposals. For example, SIDS share similar challenges and opportunities in electric mobility and storage solutions. Least developed countries (LDCs) in sub-Saharan Africa share a common

interest in renewable energy (hybrid) mini-grid development for rural electrification and productive uses. The platform also provides an interesting forum to exchange experiences and lessons learned on methodologies related to sub-regional cooperation and institution building.

The centres are advocates for a “New Deal”, in particular giving LDCs, landlocked developing countries (LLDCs) and SIDS a stronger voice in shaping climate and technology transfer processes. The official mandate assigned by Ministers and Head of States, the intergovernmental character (based on international agreements) and the close link to the RECs and national ministries (through national focal points) give the centres legitimacy.

From the very beginning, the respective sub-regional organization and its Member State exercised ownership and leadership of the centres. The centres are well anchored in the sub-regional decision-making structure and usually report to the RECs and their Member States. The centres, which employ domestic staff and seconded international experts, are designed as hubs for all kind of domestic and international partnerships.

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**Project name:** Global Network of Regional Sustainable Energy Centres (GN-SEC)

**Countries/Regions:** Countries in the Caribbean, Pacific Islands, West and East African regions, League of Arab Countries, South Africa, China and, in the preparatory phase, Hindu-Kush Himalayas

**Nominated by:** United Nations Industrial Development Organization (UNIDO)

**Sustainable Development Goal target(s):** 7.1, 7.2, 7.3, 7.a, 7.b, 9.1, 9.4, 9.a, 17.6, 17.7, 17.8, 17.9, 17.16

**Supported by:** Austrian Development Agency (ADA)

**Implementing entities:** UNIDO in partnerships with CARICOM, EAC, ECOWAS, ICIMOD, ICSHP, ISEC, SADC, SICA, SIDS DOCK

**Project status:** Ongoing

**Project period:** Phase I (July 2014 – July 2016), Phase II (July 2016 – June 2019)

**URL of the practice:** [www.se4allnetwork.org](http://www.se4allnetwork.org)



# International Workshops on Applications of Nanoscience and Nanotechnology

Promoting and accelerating inclusive and sustainable industrial development for prosperity and environmental sustainability

## Challenge

In developing countries, male and female scientists do not necessarily have access to well-equipped infrastructure and lack resources for gaining knowledge and hands-on experience in nanoscience and nanotechnology application areas, nanoscale materials synthesis, cleanroom micro/nanodevice-processing and process optimization, and cleanroom processing. This could hinder the advancement of technology and research in their countries.

## Towards a Solution

To address the above challenge, the United Nations Industrial Development Organization (UNIDO), Turkey's National Nanotechnology Research Centre (UNAM), Bilkent University, Turkish Cooperation and Coordination Agency (TIKA) and the Turkish Ministry of Science, Industry and Technology (MoSIT) are supporting training programmes to present and advance the knowledge and understanding of male and female participants from selected developing countries in the area of nanoscience and nanotechnology application. The programme aims to contribute to building the critical mass required to guide materials and device processing know-how and nanotechnology development in developing and/or transition countries. Moreover, the programme helps to form a network among participants and serves as a way for participants to collaborate and share knowledge.

The programme aims to deliver theoretical and practical training on three important aspects and applications of nanoscience and nanotechnology: (i) growth and synthesis of functional nanoscale materials (advanced training); (ii) nanotechnology solutions for water filtration (Intermediate training); and, (iii) nanobiotechnology and nanomedicine (advanced training). All workshop programmes will include practical laboratory sessions for related materials synthesis and device fabrication projects.

**The programme has led to the systemic cross-country transfer of good practices and knowledge among Iran, Turkey, and Yemen, for their mutual benefit to overcome the challenges of nanotechnology, an advanced technology** that is difficult for developing countries to access information on. Participants from Iran and Yemen contributed to establishing nanotechnology centres in their own countries. Within the programme and training, leading scholars from top universities and research centres from countries such as the United Kingdom and the United States of America are invited to present their technology solutions regarding the nanotechnology topics selected in a given year. The outcome is to strengthen skills and understanding of the subject that will improve male and female participants' expertise in nanoscale science and technology, including in functional materials and device processing. This helps them to network among themselves for future collaboration and to establish a collaborative environment with UNAM where participating countries can carry out



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their nanotechnology projects and ideas to achieve SDG target 9 and SDG target 4. The programme's main success is that it has exposed scientists from developing countries to cutting-edge science and technology in various subfields of nanoscience and nanotechnology.

Building on the success of the 2010, 2012-2014 and 2015-2017 series of nanotechnology and cleanroom training workshop programmes, in cooperation with the Government of the Republic of Turkey, the project

plans to organize another workshop programme series for the 2018-2023. Hence, this project is an extension of the previous training programme and is sustainable and replicable.

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**Project name:** International Workshops on Applications of Nanoscience and Nanotechnology

**Countries/Regions:** Iran, Turkey, Yemen

**Nominated by:** United Nations Industrial Development Organization (UNIDO)

**Sustainable Development Goal target(s):** 4.3, 9.5

**Supported by:** National Nanotechnology Research Centre (UNAM), Bilkent University,  
Turkish Cooperation and Coordination Agency (TIKA), Turkish Ministry of Science, Industry and Technology (MoSIT)

**Implementing entities:** UNIDO

**Project status:** Ongoing

**Project period:** 2015 –2018

**URL of the practice:** Under development





# Tajikistan: Modernizing Traditional Crafts for Competitive Businesses

Traditional carpet weaving, embroidery and textiles modernized to empower women

## Challenge

Tajikistan is a challenging place to start a new business. The remote geographic location, lack of seaport, shortage of arable land, widespread poverty, and regional economic turmoil affect all entrepreneurs. And women often face additional and unique barriers compared to their male counterparts, many of which reflect a complicated gender landscape, from overall lower levels of education among women, to enduring responsibilities for childcare and homemaking. While there are many issues that affect all entrepreneurs, such as access to markets and finance, understanding of legislation and taxation, and difficulties registering a business, there are also barriers that uniquely affect women.

As a labour-intensive industry involving mostly a female labour force, the textile sector holds important socio-economic potential for value addition, employment creation and the improvement of the livelihoods of the local population. Despite government efforts in prioritizing its development and international development partners' support, the carpet weaving and embroidery/textile sectors in Tajikistan is characterized by low productivity and hence low incomes for carpet weavers. Given the country's rich carpet weaving, embroidery and artistry traditions, upgrading and expanding the industry would not only preserve and maintain the facilities, but would also contribute to their expansion with the potential engagement of the excess labour in production.

## Towards a Solution

To address the above challenge, United Nations Industrial Development Organization (UNIDO), jointly with the Ministry of Industry and New Technologies of Tajikistan, collaborated on a project that aims to increase the productivity and competitiveness of Tajik enterprises in the carpet weaving and embroidering sector. This will be achieved by identifying regional and international sales markets, improving the technological cycle and industrial modernization, introducing innovative marketing tools, and developing national expertise to provide appropriate services to local enterprises on a sustainable basis. Thus, the project aims to address the following Sustainable Development Goals (SDGs): SDG 5, by facilitating a reduction in the gender wage gap and enhancing the position of women in beneficiary enterprises; SDG 9, by modernizing industrial facilities and promoting sustainable industrial development; and SDG 17, by mobilizing additional resources for developing countries through South-South and triangular initiatives such as the Eurasian Economic Union and the Silk Road Economic Belt.

**The project strengthened institutional cooperation between national governmental, and non-governmental and vocational training institutions, as well as private sector enterprises. This resulted in the establishment of a training centre and showroom for the demonstration of products designed and created by local craftsmen and enterprises.** Three new and creative home textile and carpet collections were created as part of the joint brand 'LA'AL Textiles', and were demonstrated at more than 16 national and international exhibitions. Additionally, commercial contracts for the



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production of new products were signed with leading international hotel and retail chains in Tajikistan.

LAAL Textiles was established in 2015, bringing together nine companies producing mainly embroidery and carpets while struggling to make sufficient sales to maintain production and pay the salaries of their employees, most of whom are women. With the UNIDO technical cooperation project funded by the Governments of China and the Russian Federation, these pilot beneficiary companies were the subject of full enterprise diagnostic studies. This resulted in development and joint implementation of industrial modernization plans that help to improve the technological cycle, introduce innovative marketing tools, and develop new unique competitive products not only for the local market, but also targeting potential export markets based on the market positioning studies conducted.

As part of the UNIDO project, over the period of two years, more than 500 Tajiks, most of whom were women, as well as marginalized groups such as refugees from Afghanistan, learned about and were coached on the production and market access cycle, including product design, personnel management, financial management of enterprises, and the marketing of finished products.

The project covers transfer of expertise, know-how, best practices in developing the carpet weaving and embroidery industries of Azerbaijan, Iran, Italy and the Russian Federation with Tajikistan, which resulted in the creation of higher value-added home textile and carpet collections with considerable competitiveness potential in terms of new export markets. Through the involvement of the best international expertise, Tajik experts have enhanced their skills, which has helped to improve the quality and design of the local produce, thereby implementing targeted marketing strategies to identified local, regional and international market niches. Practices established in beneficiary enterprises as a result of the project will also stimulate the adoption of similar activities in other manufacturing sectors of Tajikistan. Overall, the project will stimulate diversification and

better integration of the Tajik economy in regional and global markets.

A specific focus of the project is to work with women-led or -owned enterprises, ensuring their participation in and benefitting from the project, and to highlight the importance of their participation in Tajikistan's workforce. The project facilitated stronger involvement and potential employment for women from rural areas, refugees and women left behind with no income by immigrant worker husbands. To this end, the project conducted gender analysis and extensive capacity-building activities with major female participation and continues to enable beneficiary companies to expand by employing women.

Two important findings arose from the gender analysis: first, while women make up approximately 80 per cent of the workforce of most of the beneficiary companies, the largest beneficiary companies employ more men than women. Second, women occupy lower management positions and earn lower salaries in these companies.

In order to address these findings, UNIDO supported beneficiary companies in developing gender equality policies and objectives. Regular meetings with both management and employees were held to tackle issues related to women's working conditions.

Full alignment with national development priorities and national ownership guaranteed the long-term sustainability of the project. The project was initiated following a request from the Minister of Industry and New Technologies of Tajikistan for UNIDO's technical assistance to contribute to the development of the country's carpet weaving industry through the introduction of new technologies. During the implementation phase, national counterparts and beneficiary companies took full ownership of the project.

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**Project name:** Industrial modernization and competitiveness improvement of carpet weaving, embroidery and textile sectors in Tajikistan

**Countries/Regions:** Azerbaijan, Iran, Italy, the Russian Federation, Tajikistan

**Nominated by:** United Nations Industrial Development Organization (UNIDO)

**Sustainable Development Goal target(s):** 5.1, 5.5, 5.c, 9.2, 9.3, 9.5, 17.3

**Supported by:** Government of China and the Government of the Russian Federation

**Implementing entities:** UNIDO

**Project status:** Completed

**Project period:** 2015 –2017

**URL of the practice:** [goo.gl/LmBRQT](http://goo.gl/LmBRQT)

# Solar Micro-Utility Enterprises for Promoting Rural Energy and Productive Uses

## Clean, reliable and affordable electricity to operationalize rural health centres in Bangladesh

### Challenge

Approximately 1.3 billion people worldwide still live without electricity and 400 million people lack access to essential health services. In Bangladesh, for example, sustained economic growth over the past decade has rapidly increased the demand for energy. Despite significant efforts by the Government of Bangladesh, the country faces widening deficits in the provision of electricity, particularly in rural areas where less than 50 per cent of the rural population had access in 2012. The lack of reliable energy supply significantly hinders the functioning of rural micro-enterprises as well as social and health facilities.

### Towards a Solution

In 2013, following discussions among experts from Bangladesh and India, the Solar Micro-Utility Enterprises for Promoting Rural Energy and Productive Uses project was initiated to tackle this challenge. The aim is to provide clean, reliable and affordable electricity in rural areas of Bangladesh through solar technologies, thereby operationalizing rural health centres and improving health services. The project aims to address SDG 9, by developing reliable, sustainable and resilient energy infrastructure to support human well-being; SDG 3, by improving access to essential health-care services for poor rural populations; and SDG 7. Neighbouring India's expertise and extensive field experience with decentralized renewable energy systems in rural communities is well adapted to the Bangladeshi context.

Within the project, five 5 kW Solar Micro-Utility Enterprises (SMUEs) were set up in Barhar and Vikertech Community Clinics in Gazipur District, Arunghati Community Clinic in Jamalpur District, and Urfa and Charmodua Namapara Community Clinics in Sherpur District. Remaining electricity was sold to local communities for provision of other basic services and the revenue generated was used to support the operation and maintenance of the SMUEs. For example, micro-grid and payment arrangement were set up at Charmodua Namapara Community Clinic.

The project was innovative in that it uses decentralized solar energy systems to operationalize rural health centre and community property, which had previously been left idle due to lack of access to energy. In addition, local in-kind resources were mobilized to integrate small-scale enterprises located around the health centres. **The project has thus had positive impacts on the rural populations, particularly the most vulnerable. Specifically, it improved access to reproductive health care services, benefitting both mothers and children, and to health care services for those with mobility difficulties.** By offering quicker and more affordable care to small business owners, the project supported productive activities in rural areas. In addition, the increased power availability also benefitted schools and households in the communities.



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In order to ensure its sustainability, particular efforts were made to ensure that local communities and governments had ownership and exercised leadership. The project bolsters local community-based institutional arrangements and all managerial and administrative duties related to its implementation were performed by Bangladeshis, where possible. The long-term sustainability of the project was also ensured by the effective technical and managerial training component and community engagement.

The project has enormous potential for replication and up-scaling. Recognizing its positive impacts, the Government of Bangladesh aims to replicate the project in other rural health centres, for which its Local Government Engineering Department (LGED) has developed a prototype for information dissemination. Given its technical feasibility and environmental sustainability, the project's potential for replication extends beyond Bangladesh and requests have been received from neighbouring countries such as Bhutan and Nepal.

In countries similar to Bangladesh, where initiatives such as rural health centres or even small-scale enterprises have been established but are not functioning due to unreliable energy supply, the approach adopted in the rehabilitation of the rural health project in Bangladesh can be applied. Above all, the systems should be able to provide reliable energy to operationalize the existing system that was previously non-functional. The opportunity should exist to integrate with other small- and medium-sized enterprises (SMEs) so that the overall system is financially attractive for investors and economically feasible for the Government in terms of considering further replication. Specifically, if some kind of infrastructure – even if not functioning - is in

place and community awareness and some level of management or coordination are available, then successful replication and scaling-up of this kind of project are highly likely. Organizing a few successful demonstrations in easily accessible sites and holding workshops for important stakeholders and decision-makers from the authorities could ensure mass scaling-up of such systems.

While the United Nations Industrial Development Organization (UNIDO) played a key role in facilitating and coordinating the project, Bangladesh was responsible for providing the necessary infrastructure and human resources, with expertise offered by India in formulating and implementing the project. India is experienced and has already applied research-based approaches to electrification of rural areas by solar PV to benefit many sectors, including health. Hence, in this project, Indian expertise was shared through The Energy and Resources Institute (TERI) and the UNIDO South-South India office to study and plan this project in Bangladesh. Also, some Indian manufacturers later provided certain accessories and components to complete the systems. In the implementation phase, Bangladeshi contractors also worked with suppliers from India and the United States. The government ministries of Bangladesh continue to monitor the project to ensure effective operation and management.

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**Project name:** Solar Micro-Utility Enterprises (SMUEs) for Promoting Rural Energy and Productive Uses in Bangladesh

**Countries/Regions:** Bangladesh, India

**Nominated by:** UNIDO

**Sustainable Development Goal target(s):** 3.8, 7.1, 7.2, 7.3, 7.a, 7.b, 9.1, 9.4, 9.a

**Supported by:** UNIDO Centre for South-South Industrial Cooperation (UCSSIC) -- India

**Implementing entities:** UNIDO and Local Government Engineering Department, the Government of Bangladesh (LGED)

**Project status:** Completed

**Project period:** 2013-2016

**URL of the practice:** [goo.gl/HDmuKC](http://goo.gl/HDmuKC)



# WIPO Academic Institutions Programme

## Innovation and creativity: the fundamental importance of knowledge of intellectual property

### Challenge

Intellectual property (IP) rights establish a secure legal framework for investment in and the commercialization of innovation and creativity, enabling firms, including innovative start-ups, to navigate the perilous process of transforming an idea into a commercially viable product and to compete successfully in the global marketplace while safeguarding the public interest. As such, IP is a key factor in creating an environment in which innovation and creativity can flourish and generate future growth and prosperity.

Over the years, the main IP focus in Africa has been to establish and develop basic IP infrastructure, regulatory frameworks, capacity building and human capital. The goal now is to put these IP tools to work in support of the economic objectives of African economies. Africa has a great tradition of innovation and creativity and has extraordinary creative resources but has often struggled to realize its full economic potential.

### Towards a Solution

With the support of the World Intellectual Property Organization (WIPO), a master's degree programme has been designed and planned through the joint efforts of the Africa University (AU), the African Regional IP Office (ARIPO) and other experts, academics and students from the region to create a network of expertise in IP within academia and government and among private stakeholders.

The objective of the initiative is to enable the African region, and particularly the sub-Saharan region, to further develop local capacities and skills to effectively use IP as a tool for social, economic, cultural and technological development. In addition, the efficient use and commercialization of IP assets in Africa rely on the further growth of the pool of IP experts with the necessary knowledge and skills to boost Africa's progress.

The objectives of WIPO initiatives on capacity-building are based on the WIPO Development Agenda and the SDGs. These seek to develop a balanced IP system that reflects, in a holistic manner, the inclusion of development policies inspired by the experiences of regional experts and based on the capacity of sharing the experiences as developed and acquired in the global South.

The WIPO initiatives are always designed to ensure that the training courses supported in the context of South-South cooperation (SSC) meet the development needs and expectations of the Member States.

Since ARIPO is focused on strengthening the capacity-building activities for its Member States, the IP master's degree became one of its programme priorities. In addition, in 2010, the Government of Japan acknowledged that the initiative was a strategic priority for Africa and expressed its intention to join the undertaking through financial assistance for students and professors.



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The project includes an IP curriculum designed specifically for students in African countries. The programme uses the facilities of an African university and most of the professors come from the region. WIPO facilitates some distance learning modules, supervised by African tutors, to reduce the time and cost of face-to-face training.

**The programme contributes to strengthening human resources in the area of IP, focusing on international conventions and the use of IP for economic growth and cultural and educational development, taking into account the regional levels of development and in direct relation to SDG 17.9.**

The group of students comprises university lecturers, lawyers, technology graduate students and IP specialists from the public or private sector. This creates a large and diverse network of individuals knowledgeable in IP who will be able to provide advice on policy decisions and debates in areas related to the use of IP in technology and innovation in the global South, such as health, agriculture, IT technologies, education, culture and the environment.

Many of the trainees who have obtained this degree hold relevant positions through which they contribute to the IP infrastructure in their respective countries, whether as an IP office employee, government official, university employee or policymaker. The main goal of the initiative is to create a critical mass of graduates who are IP-savvy, striving to apply their knowledge for economic development and mindful of the means to reach it.

The practice was innovative as it brought together local/regional resources and institutions to develop and run a post-graduate degree programme in a field as specialized as IP. In the past, this kind of programme

was not offered in developing countries with the use of Southern expertise and did not focus on the development needs of Southern countries. By contrast, this programme tailors education programmes to meet the needs and expectations of the beneficiary countries for a much lower financial cost, which results in a larger and better-prepared group of beneficiary Member States from developing countries.

The possibility of replicating this WIPO practice depends on the initiative from developing country WIPO Member States, which may identify this undertaking as a strategic priority. In fact, with the support of WIPO, the African Intellectual Property Organization (OAPI) and the Government of Japan are organizing an IP master's degree at the Yaoundé II University of Cameroon for French-speaking students from Africa. Following the same design, in 2013 an IP master's degree was launched in Argentina for the Latin American countries, with the participation of a national university and the National IP Office of Argentina.

This initiative is considered sustainable since the demand for such projects is growing significantly every year, given that governments have recognized the vital role of the IP system and the full economic potential that it can offer. In addition, and as stated, graduates serve in various institutions and contribute to their country's policy in major areas (e.g. in policymaking and judicial matters). Consequently, by applying and sharing their know-how, they contribute to the development of IP.

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**Project name:** WIPO Academic Institutions Programme

**Countries/Regions:** Angola, Botswana, Burundi, Cameroon, Eritrea, Ethiopia, Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Sao Tome and Principe, Sierra Leone, South Africa, Sudan, Swaziland, the United Republic of Tanzania, Uganda, Zambia, Zanzibar, Zimbabwe

**Nominated by:** African Group

**Sustainable Development Goal target(s):** 4.3, 4.4, 4.b, 4.c, 9.2, 9.5, 9.a, 9.c, 17.9

**Supported by:** WIPO/ African Regional Intellectual Property Organization (ARIPO) /Found-in-Trust Government of Japan

**Implementing entities:** WIPO Academy/Africa University (Mutare, Zimbabwe)

**Project status:** Ongoing

**Project period:** 2009-Present

**URL of the practice:** [goo.gl/db1e3J](https://goo.gl/db1e3J); [goo.gl/c1Rfms](https://goo.gl/c1Rfms); [goo.gl/4xRjWw](https://goo.gl/4xRjWw)

# Promoting Comprehensive Migration Governance through South-South and Triangular Cooperation

## Enhancing African governments' migration management capacities

### Challenge

The African region is affected by substantial mixed migration flows, either originating in or transiting through its constituent countries. The principal characteristics of mixed migration flows include their irregular nature and the multiplicity of factors driving such movements, as well as the differentiated needs and profiles of the persons involved.

Mixed migration flows, which could potentially include refugees, asylum-seekers, displaced persons and migrants pursuing family reunification, education or employment, can, if not well managed, put a strain on governments in the region as they struggle to cope with the large number of people crossing their borders and moving through their countries.

These regional dynamics are compounded by a general weakness of border and migration management regimes across the region, which in some places is characterized by porous borders, inadequately trained and poorly equipped staff, and insufficient regional technical cooperation.

### Towards a Solution

Established in 2009 at the request of African Member States, the International Organization for Migration (IOM) African Capacity Building Centre (ACBC) is mandated to enhance African governments' migration management capacities, promote comprehensive migration governance and facilitate a diverse range of immigration and border management projects and training courses.

The Centre is partnered and hosted by the Tanzania Regional Immigration Training Academy (TRITA) as part of a unique partnership between IOM and the Government of Tanzania. TRITA is tasked by the East African Community (EAC) Heads of Immigration Services with coordinating and providing specific training courses for immigration officials from the six EAC countries: Burundi, Kenya, Rwanda, South Sudan, Tanzania, and Uganda.

The ACBC's core activities are based around three pillars:

- Capacity building in border and migration management, which incorporates the development and implementation of migration policies, strategies, border and migration management assessments, training and related tools, and the IOM border management information system (MIDAS).
- Migration research and development, which combines research on migration issues and trends with the development of context-specific responses and interventions.
- Migration advocacy and partnerships, which promotes collaboration on migration initiatives through advocacy and cross-border partnership building.

Over the past eight years, ACBC has responded to an increasingly wide range of requests from African States to help build national capacities and shape innovative solutions in migration management. This has included activities related to migration and border management (integrated border management, border information systems, identity management, document examination, security and counter-terrorism, interview and

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16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



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investigation techniques related to migration related crimes and transnational organization crime), counter-trafficking and smuggling of migrants, mixed migration flows, migration policy, rescue at sea, humanitarian border management, labour mobility and migrant health.

**Since its establishment, the ACBC has trained around 5,614 migration management officials from 52 different African states. Yet, the expertise acquired over the years is now giving the Centre opportunities to broaden training commitments outside the continent, helping to ensure that the lessons learned in the African context can be adjusted, and replicated** where feasible, in other countries and contexts. As a result, training has also been delivered to officials in Azerbaijan, Ecuador, Iran, Iraq, Kazakhstan, Lebanon, Malaysia and Turkey. At the same time, a priority for 2018 has been to increase coordination with various Regional Economic Commissions (RECs) and the ACBC's traditional partner, the African Union (AU), specifically focusing on continent-wide migration management initiatives within the training and capacity divisions of member states.

The ACBC's regional capacity-building activities have a strong focus on sharing practical strategies for migration governance issues as well as combating criminal activities such as trafficking of persons and people smuggling, while emphasizing best practices in cross border, regional and international law enforcement. In June 2018 for example, the IOM ACBC facilitated a 4-day capacity-building training on counter-trafficking and smuggling in Cairo, Egypt, for officials from the Horn of Africa region. Around thirty law enforcement professionals composed of immigration, border management, police and legal departments from Djibouti, Egypt, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Tunisia took part in the activity.

Ensuring national and collective ownership of the ACBC's programmes is crucial to promoting the long-term sustainability of its capacity building, research and development and partnership outcomes. This ownership is supported by ensuring that all activities carried out by the ACBC arise from, and are aligned with, governments' stated objectives and needs. It is the ACBC's policy, for

example, to ensure that all activities are oriented towards the implementation of relevant multilateral and regional frameworks, notably including the AU's Agenda 2063 and the priorities identified by Member States' relating to the 2030 Agenda for Sustainable Development.

Additionally, the ACBC works closely with regional stakeholders to identify government champions that can take forward the lessons from the ACBC's activities to ensure their ongoing implementation and sustainability. For example, the six Member States of the EAC, together with Rwanda, now lead in providing training and capacity building platforms for other governments, based on the support they themselves have received from the ACBC. The South African government also plays a major partnership role in a number of activities, lending its technical expertise and several lead trainers to contribute to the ACBC's programmes. These partnership-based activities are complemented by regular Training of Trainers (ToT) sessions with government counterparts, which help to further promote sustainable and self-reinforcing outcomes.

In order to continue to respond to the evolving needs of Member States in managing migration, IOM ACBC will maintain its focus on strengthening national capacities within the border management arena, including by providing training and technical support. However, a special focus on migrant health and labour migration issues will also be integrated into its work. Moving forward, it is intended that the ACBC will continue to promote South-South and triangular cooperation between Member States, Regional Economic Communities in Africa (i.e. the African Union and the East African Community), international organizations such as INTERPOL and Frontex, academia and IOM itself, in an effort to standardize and share international best practices in immigration and border management.

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**Project name:** IOM African Capacity Building Centre - ACBC

**Countries/Regions:** 52 African countries, Azerbaijan, Ecuador, Egypt, Iran, Iraq, Kazakhstan, Lebanon, Malaysia, Tunisia, Turkey

**Nominated by:** IOM African Member States

**Sustainable Development Goal target(s):** 8.7, 8.8, 10.7, 16.2, 16.3, 16.4, 16.6, 16.8, 17.9, 17.16, 17.17

**Supported by:** Multiple donors

**Implementing entities:** IOM

**Project status:** Ongoing

**Project period:** 2009 – Present

**URL of the practice:** [www.acbc.iom.int](http://www.acbc.iom.int)



# Maritime-Continental Silk Road Cities Alliance

## Building partnerships to enable knowledge transfer and practical cooperation at the city level

### Challenge

The world is rapidly urbanizing. In 2008, for the first time in recorded human history more than half the world's population, 3.3 billion people, lived in urban areas. By 2030, it is estimated that this number will have increased to five billion. Cities play a pivotal role in economic growth and have therefore become a front-line in efforts to address social and economic development challenges.

However, the negative impact of urbanization is increasingly being recognized. Cities can exhibit extreme, densely concentrated forms of poverty and inequality and significantly contribute to other global issues such as climate change. Particularly in the developing world, cities often lack much-needed infrastructure, urban planning capacity, while exhibiting weak institutions such as limited data availability, collection and analysis, and limited social protection. These can limit the ability of cities to contribute to the achievement of the sustainable development agenda.

### Towards a Solution

Acknowledging such a scenario, the United Nations Office for South-South Cooperation (UNOSSC), the China International Centre for Economic and Technical Exchanges (CICETE)—an affiliated agency of the Ministry of Commerce of China—the United Nations Industrial Development Organization (UNIDO) and a group of cities came together to explore the possibility of creating a platform to connect cities, build partnerships, and exchange knowledge, experience and technologies.

The Maritime-Continental Silk Road Cities Alliance (MCSR CA) was initiated in 2015 as the result of these discussions. It was developed to align with the cross-regional Belt and Road Initiative (BRI), which connects countries of Asia, Africa and Europe. Championed by China in 2013, the BRI has gained the political support of more than 60 participating countries and international organizations.

**The MCSR CA aims to tackle trade and investment and other sustainable development issues at the city level with the full engagement and ownership of local authorities and stakeholders. It has been designed to facilitate the coordination of policies, building of partnerships, formulation of local projects/initiatives, and access to finance in Africa, Asia, Europe and globally.**

In 2017, UNOSSC signed a full-fledged global project funded by the Government of China to support the work of the MCSR CA. The full-fledged MCSR Cities Alliance project seeks to further align its support for the five priority areas of the BRI namely: policy coordination; infrastructure connectivity; unimpeded trade; financial integration; and people-to-people exchanges.

The MCSR CA is a membership-based initiative. It operates through a number of bodies:

- The Cities Alliance Assembly is comprised of all members of the MCSR CA. It serves as a forum which brings together mayors and other senior officials to discuss high-level

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issues such as policy alignment.

- The Business Council, comprised of representatives from government, the private sector, civil society and other stakeholders, to promote intra-city trade and investment.
- Multi-stakeholder Specialized Committees, each with a specific thematic focus. To date, Committees on smart cities and emerging industry; outdoor sports; education-science, culture and communication; investment and trade promotion; and sports have been established. Committees on finance; transit and logistics; traditional medicine; new energy; tourism; think tanks; and environmental protection are planned.

As of March 2018, there are 37-member cities/organizations under the framework of MCSR CA.

Some concrete examples from MCSR CA Specialized Committees:

- Facilitated by the MCSR CA Business Council, a private sector member of the MCSR CA from Fujian Province, China has invested in the Haiha District Industry Park of Tinh Quang Ninh, Viet Nam. The planned construction area of the industrial park is 3,300 hectares, with a total investment of USD 20 billion. So far, the private sector partner has invested a total of \$1.172 billion in Tinh Dong Nai, Tinh Quang Ninh and Tinh Thai Binh, Viet Nam, and established Vietnam's largest cotton textile production enterprise, with 7 subsidiaries. The cotton spinning capacity of the partner in Viet Nam is 1.25 million spindles, accounting for 17 per cent of Viet Nam's production capacity, and the annual output of 300,000 tons accounts for 43 per cent of Viet Nam's entire output.

The partner has also been actively involved in local charities and donated funds to sponsor education, health care, and transport initiatives. In terms of human resource management, the partner

implements a talent localization strategy. The total number of Vietnamese employees in three provinces is over 20,000, helping to address local employment problems. Employees are also offered the opportunity to undertake training at headquarters in Mainland China. More investment projects between Fujian Province and Viet Nam have been proposed as a result of this investment

- In line with the priority areas of the BRI, the Chongqing-Vienna Culture Festival was organized in Chongqing from 17th October to 20th October 2016 to promote people-to-people exchanges. It was the first cultural event held by the MCSR CA Smart City & New Industry Committee and comprised of a total of 8 Sino-Austrian events including: a collaborative performance by the Vienna Classical Orchestra and Chinese traditional musicians; the Sino-Austrian Urban Culture Development Forum; and the Sino-Austrian Film Industry & Culture Forum. The Chongqing Initiative signed by Chinese and Austrian guests during the festival is a milestone in BRI strategy and in-depth cooperation among cities along the Silk Road. The festival attracted thousands of participants, and more than 2.819 million participants joined through the Sina Weibo platform.

Through cultural communication and interaction, potential cooperation among countries along the BRI in infrastructure construction, industrial investment, trade, technological transfer, and cultural exchanges are inspired and proposed.

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**Project name:** Maritime-Continental Silk Road Cities Alliance

**Countries/Regions:** Global

**Nominated by:** China International Centre for Economic and Technical Exchanges (CICETE)

**Sustainable Development Goal target(s):** 3.8, 8.2, 9.4, 11.3, 13.1, 17.6

**Supported by:** UNOSSC, UNIDO, UNDP

**Implementing entities:** UNOSSC, CICETE

**Project status:** Ongoing

**Project period:** 2017-2021

**URL of the practice:** N/A

# Bosnia and Herzegovina, Croatia, Montenegro, and Serbia: Regional Housing Programme



Joint initiative of four countries affected by the conflict in the 1990s to resolve protracted displacement across the region

## Challenge

As a consequence of the armed conflicts in the 1990s, over three million people were displaced both within and beyond the borders of Bosnia and Herzegovina, Croatia, Montenegro, and Serbia. Over the past two decades, sustained efforts by the four affected states, as well as support from the international community, have enabled the majority of those affected to return home or find other durable solutions. However, despite these efforts, almost half a million people remain displaced throughout the region.

## Towards a Solution

The Regional Housing Programme (RHP) is a joint initiative by Bosnia and Herzegovina, Croatia, Montenegro, and Serbia. Its aim is to contribute to the resolution of the protracted displacement situation of the most vulnerable refugees and displaced persons following the 1991-1995 conflicts within the former Yugoslavia, including internally displaced persons in Montenegro from 1999. Its main objective is to benefit approximately 74,000 people (27,000 households). Its cost is estimated at circa EUR 584 million. This project is related to SDG 11 (Sustainable Cities and Communities, ), SDG 1 (No Poverty, target 1.5.) and SDG 10 (No Inequalities, target: 10.2).

The RHP was initiated as a result of diplomatic activities undertaken by the four countries and international partners. The objective was defined based on a precise analysis of potential beneficiaries and their needs, drawing on field visits to the most vulnerable refugees, analysis of the relevant institutions' available databases and a comparative analysis of the number of potential beneficiaries, legislation and economic parameters in partner countries.

Countries from the region cooperate in the field of the regulation of the legal status of displaced and internally displaced persons, regulating the obligations in terms of pension rights and service periods and property issues in the countries of origin. The four partner countries work very closely together to reach their common goal. They support each other and exchange information daily to implement the RHP at a steady pace, identify synergies and learn from each other's successes with the RHP. All stakeholders unanimously agree that the Programme has significantly improved regional cooperation, security and reconciliation among people who were on different sides of the armed conflict 20 years ago.

**The RHP is an example of successful cooperation among countries that were previously in conflict and offers a significant incentive for similar future initiatives. It has helped to improve social housing policies across the region and has also led to the adoption of high standards in project development, technical areas and social integration.**

During implementation of the RHP, the highest standards in construction, environmental protection and energy efficiency have been applied. The closure of temporary and



@ Government of Montenegro

illegal facilities contributed to the growth of urban areas, reduced the number of illegally built shelters and newly developed housing units were built in line with modern urban standards and were synchronized with City Development Plans.

In addition to providing housing solutions, the initiative also includes a range of sustainability measures to ensure the regulation of legal status, education, health care, full access to the social care system and regulation of pensions and employment opportunities for the most vulnerable refugees. The partner countries have developed a range of projects, political documents, initiatives and legislative changes to ensure the project's sustainability. The main objective is to decrease dependence on social care institutions and achieve full social integration.

The regular regional meetings of partner countries have contributed to better communication among the institutions in the four partner countries and have strengthened the joint resolution of outstanding issues. The most important regional initiatives resulting from the RHP are regulation of legal status, regulation of pension issues and verification of beneficiaries' needs in countries of origin.

The Igman Initiative is one of the regional sustainability initiatives and receives funding from the EU. It was launched in December 2017 with the implementation of the CARE Project, and counting on support from the European Commission. The Project's main objective is to support the sustainability of and civic engagement in the Regional Housing Programme in all participating

countries. This is to be achieved through a sub-grant programme that seeks to improve access to data and analysis of the sustainability of the RHP and enhance beneficiaries' livelihoods, access to rights and local integration.

In Montenegro, complementary measures to ensure the overall sustainability of the RHP and integration of DPs and IDPs are spelled out in the Government's Strategy for Durable Solutions of Issues Regarding Displaced and Internally Displaced Persons in Montenegro. The Strategy was adopted in July 2011 and extended until 2019. Action Plans for its implementation are developed for every calendar year.

Given that the RHP targets only the most vulnerable refugees and that some beneficiaries' needs will not be completely addressed, this good practice can be extended to similar social housing projects in the future, as well as to social integration projects. This could also be developed in other countries. The most important prerequisites are information on potential beneficiaries and their housing needs, land for construction and cooperation at the municipal level.

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**Project name:** Regional Housing Project

**Countries/Regions:** Bosnia and Herzegovina, Croatia, Montenegro, Serbia

**Nominated by:** Ministry of Labour and Social Welfare

**Sustainable Development Goal target(s):** 11.1

**Supported by:** The European Commission, Cyprus, the Czech Republic, Denmark, Germany, Hungary, Italy, Luxembourg, Norway, Romania, the Slovak Republic, Switzerland, Turkey, the United States of America

**Implementing entities:** Ministry of Labour and Social Welfare

**Project status:** Ongoing

**Project period:** 2012-2021

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



# Building Back Better for a Climate-Resilient Caribbean

## Housing repair assistance helps island residents return home after hurricanes

### Challenge

In 2017, two back-to-back Category 5 hurricanes, Irma and Maria, hit the Caribbean countries, destroying homes, roads, utilities and livelihoods. In Antigua and Barbuda and Dominica, about 65 per cent of structures were severely damaged and more than 20,000 families on both islands (Antigua and Barbuda/ Dominica) required roof repairs. While UNDP and respective governments mobilized resources to support the initial comprehensive assessment and recovery assistance, there is a clear and urgent desire on residents' part to return to their home islands, where physical structures - including homes, schools, and public and community structures – required rehabilitation. However, both islands presented enormous challenges in terms of logistics, access to the affected population, availability of skilled labour and provision of construction materials.

### Towards a Solution

In the aftermath of the disasters, the Government of China, UNDP and governments in Antigua and Barbuda and Dominica quickly kicked off a disaster restoration initiative to support building-back efforts on both islands. The initiative aimed to facilitate the installation of roofs on over 700 homes and large government priority buildings, including schools and hospitals, complementing and linking to the governments' rebuilding efforts.

This critical and timely untied assistance for housing repairs expanded traditional bilateral cooperation and sought to reach the most vulnerable families on both islands. The initiative both procured and distributed quality construction materials, tools and equipment and, most importantly, provided technical assistance and training to ensure “building back better” and promote long-term resilience.

The initiative's success is premised on government leadership and quick response, adequate technical assistance, and “build back better” with quality construction materials and hurricane-resistant techniques as the guiding principle for all UNDP-supported interventions. Under the leadership of the national governments, and with the participation of local bodies and community platforms, a set of criteria including social vulnerability, hazard exposure and readiness for reroofing was developed so that target buildings could be prioritized. Building codes were enforced as part of the repair activities and also revised, calling for quality construction materials and solid installation techniques. The projects procured materials, and logistics experts have been working with shipping companies, port authorities and distribution firms to deliver roofing materials to all affected areas, regardless of remoteness and access difficulties. In Dominica, the collaboration with Engineers Without Borders also ensured the technical quality of every step of the intervention: from data gathering using a pioneering tool that captures damage in every building on the islands, to the development of technical assistance centres at the community level, and the direct supervision of each building repaired. In Barbuda, a UNDP team composed of quantity surveyors, architects and engineers supported the Development Control Agency (DCA), the national authority responsible for the inspection of the repairs.



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Additionally, a comprehensive advocacy and outreach strategy was developed and implemented to advance the national housing standards and revise the guidelines to realize these standards, including the production of posters, booklets and electronic documents. More than 2,000 people benefited from training and dedicated information sessions and all the materials were downloaded to apply to the construction methods.

Close collaboration and partnerships with government authorities were critical to successful and sustainable implementation of the projects. A strong partnership with the central and local government authorities helped to ensure sustainability of the results achieved in terms of data collection and management, community mobilization, and resilience building, in line with building-back-better principles. Project implementation entailed day-to-day interactions with national partners and stakeholders, which created a network of UNDP partners on the impacted islands that will be very valuable for future engagements in these countries. In addition, project implementation involved close coordination with specialized institutions in order to enhance the projects' impact on the national capacities of recipient countries.

In Dominica, the China-UNDP partnerships have catalysed the engagement of other stakeholders and the inception of other South-South cooperation initiatives, such as the deployment of 80 Cuban workers for the re-roofing.

The South-South cooperation initiative boosted national capacities, gathered key data for recovery planning, revised construction codes, trained inspectors, contractors and the affected community, and accelerated the repair of hundreds of homes and key government priority buildings. **Over 700 homes and 15 large government buildings were successfully repaired, including schools, a state college, medical clinics and hospital buildings. The estimated number of direct beneficiaries is over 9,000. Approximately 30,000 people have also benefited indirectly from the project's positive impact,** based on improvements

in the quality of life of the communities where projects were implemented and job creation associated with repair activities. UNDP's community support projects and cross-agency activities greatly complemented the Chinese aid-funded initiative. Furthermore, more than 2,000 construction professionals and affected families received training on building-back-better techniques and the importance of resilient buildings.

Building Damage Assessment is a pioneering tool for rapid comprehensive data gathering of structural damage that has been used for the first time in Barbuda and Dominica. This tool has provided real-time information for evidence-based decision-making processes.

Additionally, partnerships were established with governments and other stakeholders to install roofs properly, which operated very creatively in ensuring that resources were used for maximum impact. While China provided appropriate materials, technical assistance and quality control, other partners provided the labour required to perform the house repairs. The balance between international procurement and promotion of national economies and local business has also proved to be instrumental.

Building back better and resilience are intrinsically linked to sustainability and long-term impact. The initiative tackled the root vulnerabilities that resulted in the scale of the disaster and revised building codes to enforce housing standards. This intervention has also been shared with other countries in the region so that lessons learned and best practices can be used in similar contexts.

The initiative is replicable as revised building codes and guidelines will be shared with other countries, which can adapt to similar disasters.

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**Project name:** Post-Disaster Restoration Initiative in Antigua and Barbuda and Dominica

**Countries/Regions:** Antigua and Barbuda, China, Dominica

**Nominated by:** UNDP China

**Sustainable Development Goal target(s):** 1.5, 3.8, 4.3, 11.5, 11.b, 13.1

**Supported by:** Government of China

**Implementing entities:** UNDP and respective governments

**Project status:** Completed

**Project period:** October 2017 – June 2018

**URL of the practice:** <http://www.cn.undp.org/global-cooperation>



# Post-Disaster Emergency Response in South Asia

## Immediate recovery assistance supports disaster-affected people to rebuild communities and restore livelihoods

### Challenge

In recent years, South Asia has experienced frequent natural and human-caused crises. Sustained heavy rainfall in 2017 resulted in one of the worst floods that Nepal and Bangladesh have experienced. More than 8 million people were affected and many families lost their homes, belongings and livelihoods. Pakistan's Federally Administered Tribal Areas, located along the porous Pak-Afghan border, have also been affected by militancy and military operations for over a decade. In addition, the influx of Rohingya refugees from Myanmar has posed many challenges in Bangladesh. These crises require urgent relief efforts. The challenge is to ensure that recovery assistance is made rapidly available to the disaster-affected people and has long-lasting impacts, helping affected individuals to rebuild their communities, restoring their livelihoods and strengthening their capacities to achieve resilient and sustainable development in the future.

### Towards a Solution

In recognition of the above challenge and the importance of ensuring rapid and effective recovery, the Government of China partnered with UNDP to provide financial assistance totalling USD 12 million to Bangladesh, Nepal and Pakistan through the South-South Cooperation Assistance Fund. The overarching goal was to provide immediate support by distributing relief materials to meet the needs of the disaster-affected people, ensure their health and wellbeing, and help them rebuild their lives. The cooperation ensured that affected households obtained dignified emergency shelter and household packages and essential non-food materials in the selected districts. It also provided furniture and supplies to local schools and prevented women and girls from experiencing adverse health and safety hazards.

In Bangladesh, a joint response plan focused on meeting the needs of 330,000 people in the six most affected districts. In selecting beneficiaries, preference was given to disadvantaged female-headed households. Community residents actively participated in opinion polling sessions in a series of group discussion to verify the wealth/poverty status of primary beneficiaries and helped the project select the most vulnerable individuals as the project's main beneficiary. UNDP led UNFPA and six organizations in implementing the project.

In Nepal, the southern Terai region was hit hard by the flood. UNDP used a competitive bidding process for micro-capital grants and selected seven NGO partners, one for each district. NGO partners worked closely with District Disaster Response Committees (DDRC) in all districts to obtain data on flood-affected households and select municipalities to provide support. UNDP also worked in close coordination with District Disaster Risk Committees and local governments. The project used available data from sources including, primarily, DDRCs, police and district Red Cross agencies, as well as selected municipality and ward representatives. Each beneficiary household's details were collected using the mobile-based applications and individual profiles were created for each of the households. UNDP implemented this project in close partnership with the Government of Nepal's Flood Recovery Project/National Reconstruction Authority. The



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chief of the flood recovery project was actively involved in defining household selection criteria, coordination and facilitation with district-level agencies. At the district level, UNDP partnered with District Disaster Response Committees, elected local governments and civil society. DDRC supported the identification of priority areas and the creation of a database of affected households. DDRC also facilitated coordination with local governments and other development partners to avoid duplication and ensure greater synergy. And, furthermore, UNDP partnered with civil society for ground operations and coordination with local governments.

In Pakistan, UNDP convened an advisory committee meeting comprising of the (federal) Economic Affairs Division, the Education Department, the Government of Balochistan and the FATA Disaster Management Authority to agree on the composition of and standards for assistance packages and coordination mechanisms to deliver assistance. The beneficiaries were selected using vulnerability criteria that prioritized households that are widow-headed, have disabled or chronically-ill family members, or are otherwise poor. Families were selected through a participatory process led by the FATA Disaster Management Authority that involved local communities, government agencies and the military.

**Across the three countries, a total of 617,826 people received assistance from China, UNDP and national governments to rebuild their lives.** In Bangladesh, 13,910 households received and are benefitting from emergency shelter and household packages targeting 69,550 beneficiaries. The health and dignity of 13,750 women and girls were protected and restored, and 125 health workers received emergency health response kits targeting 45,000 beneficiaries. Critical emergency support was also provided to the Rohingya community in Cox's Bazar and 118,000 woman and girl refugees received health care and medical support.

In Nepal, 31,800 households received non-food packages. A total of 248,776 people benefitted from the project (48.33 per cent women). In Pakistan, 7,000 recently returned families of FATA, having been displaced due to the crisis of the region, received supplementary emergency food assistance, essential emergency household items packages and shelter restoration kits. Three hundred and seventy-five schools, benefitting

18,750 children in Balochistan, received emergency assistance in the form of school furniture.

The project in Nepal introduced an innovative app-based monitoring system to monitor project progress in real time. This innovation was made possible through collaboration with Microsoft Nepal, where each beneficiary household was provided with QR cards. Details of beneficiary households were recorded to create profiles and information was synchronized in centralized databases. This provided an opportunity to monitor real-time progress and determine where support was needed. It also encouraged the implementing partner organizations to accelerate the pace of profile creation and distribution of relief packages.

On the policy level, UNDP organized a workshop to share the projects' results and provide developing countries with a platform for exchanging knowledge and gaining expertise and technology from China's experience in disaster recovery. One hundred and fifty participants, including government officials from 10 countries, global experts in the area of disaster recovery, foreign missions and international organizations in Beijing, and officials from Chinese institutions attended the workshop on South-South cooperation under the Belt and Road Initiative: China's South-South Assistance to Disaster Recovery Efforts.

One of the most important components of recovery assistance is time sensitivity because recovery support must be delivered to local people as quickly as possible. This requires proactive planning, coordination and implementation with the help of the national government, local governments, civil society and humanitarian stakeholders. Consequently, timely coordination with the relevant stakeholders is crucial for replication.

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**Project name:** Emergency Response Initiative

**Countries/Regions:** Bangladesh, China, Nepal, Pakistan

**Nominated by:** UNDP China

**Sustainable Development Goal target(s):** 1.5, 3. 8, 3.9, 4.a, 5.6, 11.5, 11.7

**Supported by:** China

**Implementing entities:** UNDP and respective governments

**Project status:** Completed

**Project period:** November 2017 – March 2018

**URL of the practice:** <http://www.cn.undp.org/global-cooperation>



# Strengthening Disaster Risk Management in Malawi

Communities unite to build evacuation facilities and flood risk management structures to strengthen local resilience against natural disasters

## Challenge

Malawi is prone to climate-related disasters, especially droughts and floods, leading to loss of lives, property and livelihoods. The 2015 floods devastated the country and its people. Around 230,000 were displaced, 106 died and 172 were reported missing. Exacerbated by a weak early warning system, when disasters hit, people often sought emergency shelters in public buildings such as schools and mosques. However, some of the shelter locations were unsafe, often leading to disease outbreaks and sexual exploitation and abuse. The frequency and severity of extreme weather events in Malawi and the absence of designated safe evacuation sites increased the need to implement disaster risk reduction schemes that can strengthen local resilience.

## Towards a Solution

In 2016, China, UNDP and the Government of Malawi entered into an agreement to implement a small grants scheme on disaster risk reduction in Malawi to strengthen resilience and provide local people with safe havens in times of disasters. After a competitive process, the scheme selected five community-based organizations and one civil protection committee to implement micro-projects focused on building evacuation facilities and flood risk management structures (river bank protection, dikes and check dams) in five of Malawi's 15 disaster-prone districts (SDGs 1, 9, 11 and 13).

The scheme adopted a community-based approach to support projects that were designed, implemented and managed by local communities. Capacity-building and full participation from community members are critical components of the approach, ensuring local ownership and long-term viability of the projects.

Training and workshops on proposal development, project management, financial management, procurement, monitoring and evaluation were provided to 27 community members from the five community-based organizations and one civil protection committee that were responsible for developing proposals, identifying sites for implementation and actually implementing the projects. These soft skills will help communities to apply for and manage grants in the future. Additionally, local communities volunteered in various construction activities and have acquired a variety of skills. For example, community members learned to build gabion baskets, which is a very marketable skill in the construction industry.

The trilateral cooperation constructed four evacuation centres, a dike and riverbank protection for a flooding hotspot covering 570 metres, and two check dams to control floods. Each evacuation centre accommodates 200 - 300 people and has separate rooms for men and women. A storage room is also fully stocked with food, water buckets, kitchen utensils and educational materials that provide information on emergency response and recovery. Furthermore, the evacuation centres have separate indoor kitchens located

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close to the main building to ensure easy access. Solar panels are installed on the roofs to power all the rooms and outside areas; this is an efficient and renewable solution to meet the centres' energy needs during disasters. **In total, the projects directly benefitted more than 23,000 people.**

The project's innovation lies in its community-based approach and multifaceted design of the evacuation centres that benefitted community members through many channels. The construction of evacuation centres involved local contractors who enlisted members of local communities. This increased the skills of community members, who also received financial benefits from the project as the money was returned to the community. Although the main function of the evacuation centres is to provide shelter for displaced individuals and families in the event of disaster, many amenities inside the centres helped to improve local residents' daily lives. The solar power can be used both for students who study in the evening and to charge mobile phones, as many areas do not have access to electricity. Boreholes at the evacuation centres have also provided portable water to nearby communities that lacked access to clean water.

The projects' long-lasting impacts and sustainability are achieved through the following:

- Due to the technical nature of the projects, the District Council, the Department of Housing, Department of Buildings and the Department of Water Resources at the national and district levels were also involved to provide technical guidance in the design and implementation of the projects. The involvement of government technical departments

provided opportunities to mainstream disaster risk management into these institutions' development policies, plans, and practices;

- All the community-based organizations developed sustainability plans that integrated entrepreneurial activities to maximize local usage of the evacuation centres and help to maintain the structures. Many of the centres were built in remote areas that lack access to basic services such as health and education. The centres enabled many interested stakeholders and agencies to provide additional development services to nearby communities. Interested partners participated in discussions regarding use of the sites for other development interventions to support local communities.

During the implementation period, the small grant scheme was identified as the model to implement the Disaster Risk Reduction National Master Plan and the scheme was replicated in 19 disaster-prone districts in Malawi. Additionally, replication depends on: 1) the institutional capacity of the local community-based organizations; 2) continuous support and guidance provided by government technical departments to ensure that problems are identified and addressed quickly; and, 3) community members developing a sense of ownership of the projects and willingly supporting and participating in all stages of the projects.

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**Project name:** China-Malawi-UNDP Cooperation on Disaster Risk Management

**Countries/Regions:** China, Malawi

**Nominated by:** UNDP

**Sustainable Development Goal target(s):** 1.5, 9.a, 11.5, 11.7, 11.b, 11.c, 13.1

**Supported by:** China, UNDP

**Implementing entities:** UNDP and Government of Malawi

**Project status:** Completed

**Project period:** 2016 - 2018

**URL of the practice:** [goo.gl/dPkfZ](http://goo.gl/dPkfZ)

# Dutch-Sino-East Africa Bamboo Development Programme

Supporting poverty reduction, sustainable development, climate change action and international trade using bamboo technologies

## Challenge

At present, East Africa's bamboo sector remains largely untapped, although the region is home to sub-Saharan Africa's largest natural bamboo forests, which account for 3-4 per cent of the world's total known bamboo coverage. As a result of low-value products and a lack of capacity to meet international standards, Ethiopia, Kenya and Uganda are largely excluded from the global export trade in bamboo products already valued at some USD 2 billion.

Bamboo is a fast-growing, renewable woody grass, with the characteristics of wood. It can be used to create thousands of products, from paper and packaging to food and flooring. It can also be used to store carbon, restore degraded land and create disaster-resilient construction, making it an important part of climate change mitigation and adaptation. As the example of China's USD 30 billion domestic bamboo sector shows, an enormous potential exists for this plant to be part of countries' economic and environmental policies.

## Towards a Solution

This programme applies the experiences and lessons learned from the hugely successful transformation of Asia's and Europe's bamboo market to East Africa, thereby enabling Ethiopia, Kenya, and Uganda to fully participate in and benefit from the new bamboo economy of the 21st century. This initiative addresses a number of sustainable development imperatives: poverty alleviation; food security, sustainable production and consumption; and climate change mitigation and adaptation. The project is implemented by the International Network for Bamboo and Rattan (INBAR), with support from local, Chinese and Dutch partners.

The project uses several forms of South-South and triangular cooperation across a wide range of organizations for maximum impact. Technology transfer and cross-learning occurs not only from China and the Netherlands to East Africa, but also among the East African beneficiary countries.

A wide range of partners from China and the Netherlands work in tandem with partners in Ethiopia, Kenya and Uganda. These include government ministries and bodies and universities and research institutes. These partners have worked together to compile bamboo resource inventories, produce three in-depth market studies regarding each beneficiary country's most important bamboo commodity markets, and share practices and technologies regarding bamboo planting and management. **In 2017 alone, they restored around 300 hectares of degraded land with bamboo and helped some 200 households to plant additional plants at their farms, homesteads and as shelter beds. They are also helping to develop a carbon methodology for indigenous bamboo species, which will be tested using a carbon demonstration project.**



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Training and policy support is also an important component in terms of developing the bamboo sector. The Chinese Ministry of Commerce provided 'trainer training', through Chinese research and training organizations, to over 60 representatives on a wide number of subjects. Beneficiaries included farmers, entrepreneurs, and Ministers of beneficiary countries. In 2017, almost 2,000 participants were trained in bamboo propagation, sustainable management, value-added product creation and marketing. Moreover, high-ranking government officials from all three beneficiary countries took part in a training course in China, providing a unique opportunity for policymakers to witness the transformative potential of a bamboo economy on-site.

The private sector and standards agencies are also involved and are helping raise consumer awareness about bamboo products and building standards within beneficiary countries. A company in the Netherlands is working with East African businesses and national agencies to build capacity and develop standards for bamboo products. A conference, based at Wageningen University in the Netherlands, has worked to raise international awareness about bamboo's use as a source of everything from food and fibre to housing. Finally, the project is working to raise public awareness about bamboo among East African consumers via workshops, events and product exhibitions, as well as a radio talk broadcast across five Ugandan radio stations and a 500-kilometre bamboo bicycle tour.

The project is scheduled to end in 2019, so the long-term impact of this work is still unknown. However, its policy impacts are expected to be sustainable in the long term. Ethiopia, Kenya and Uganda are already integrating bamboo sector development into their forestry, climate change, watershed and development policies and programmes; these impressive steps

forward are based directly on the research, training and assistance provided by the project. To help provide support after the project ends, Chinese partners are helping to establish 'bamboo value-addition demonstration centres', which will demonstrate the possibility of value-added bamboo products. Most importantly, the project is assisting the Governments of China and Ethiopia to establish a China-Africa Bamboo Development Centre. This Centre should provide a powerful source of support to African countries who wish to develop their bamboo sectors.

There are many opportunities to harness South-South and trilateral cooperation to encourage sustainable development with bamboo more widely across INBAR's 44 member states and other bamboo-producing countries. This is due in part to an increasing recognition of bamboo's benefits for poverty alleviation and environmental protection, as well as to an increasing demand for low-carbon, renewable bamboo commodities across the developed world. Importer countries and international businesses seek increasingly to build sustainable supply chains in bamboo-producing countries. This in turn provides developing producer countries with an opportunity to learn about the many ways in which bamboo is processed and marketed for international markets. To ensure replicability, it is important to convince governments about the potential of bamboo, which can be achieved by providing national demonstration projects and programmes.

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**Project name:** Dutch-Sino-East Africa Programme

**Countries/Regions:** China, Ethiopia, Kenya, the Netherlands, Uganda

**Nominated by:** International Bamboo and Rattan Organisation (INBAR)

**Sustainable Development Goal target(s):** 1.1, 1.4, 7.1, 7.5, 12.2, 12.7, 13.1, 17.2, 17.3

**Supported by:** Funded by the Ministry of Foreign Affairs of the Netherlands and China's State Forestry Administration

**Implementing entities:** INBAR

**Project status:** Ongoing

**Project period:** 2016-2019

**URL of the practice:** [goo.gl/rC6Xhh](http://goo.gl/rC6Xhh)

# Colombia and the Dominican Republic Partner on Climate-resilient Rice Cultivation

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



## Validating and disseminating System of Rice Intensification to support profitability and resilience for smallholder rice farmers

### Challenge

Though 26 Latin American and Caribbean countries produce rice, demand far exceeds supply. In addition to market risks, the livelihoods and production of the region's rice farmers are very vulnerable to climate change, especially to changes in water availability, extreme events and incidence of pests and diseases. This crop will demand more water in a context of scarcity and yields may be reduced by as much as 10 per cent for each degree (Celsius) of night-time temperature increase. The System of Rice Intensification (SRI) has demonstrated its agronomic, environmental and economic advantages in more than 55 countries. However, SRI, which seeks to increase productivity and incomes while optimizing natural resource (soil and water) use and enhance the resilience of production systems to climate change, has not been widely disseminated or adopted in Latin America and the Caribbean, due in part to the size of production areas, language barriers, and the scarcity and high cost of labour in the region.

### Towards a Solution

To address this challenge, the project partners<sup>1</sup> are working with smallholder producers in Colombia and the Dominican Republic to apply this flexible rice production methodology to local contexts, overcome barriers and foster experience-sharing between technical experts and producers from these and other countries.

**The goal of the project was to validate SRI as an effective innovation to reduce the vulnerability of smallholder rice producers in Colombia and the Dominican Republic to the socioeconomic and biophysical impacts of climate change.** SRI is an agro-ecological and climate-smart production strategy based on four key principles<sup>2</sup> that modify the management of plants, soil, water and nutrients, thereby enhancing resource use efficiency and productivity of the system while reducing vulnerability to climate change. It is a flexible, knowledge-intensive system implemented through practices that are contextualized in response to the needs, priorities and skills of each producer.

SRI does not require or depend on the use of improved or new varieties or of synthetic agrochemicals to obtain higher output. By reducing farmers' needs for seeds (by planting one young seedling per hill in an approximately 25x25cm grid), water (through alternate wetting and drying) and other inputs, SRI offers greater returns from their available resources of land, labour and capital, thus increasing incomes while also benefitting the environment.

At the start of the project, technical experts and producers from Colombia, Costa Rica, and Panama, visited their counterparts in the Dominican Republic to exchange



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<sup>1</sup> Partners include the Regional Fund for Agricultural Technology (FONTAGRO), the Global Environment Facility (GEF), Inter-American Institute for Cooperation on Agriculture (IICA), Dominican Institute of Agricultural and Forestry Research (IDIAF), Dominican Council of Agricultural and Forestry Research (CONIAF), and the Colombian National Federation of Rice Producers (FEDEARROZ-FNA).

<sup>2</sup> SRI has four primary, interdependent principles: 1. Early and healthy plant establishment; 2. Minimize competition between plants; 3. Build fertile soils rich in organic matter and soil biota; 4. Manage water carefully, avoiding flooding and water stress and increasing the aeration of the soil.

experiences on the local contextualization and application of SRI principles. They exchanged data, discussed challenges, developed draft protocols for implementing and monitoring validation parcels, and established a process and communication channels for the regular exchange of information. Throughout the project, information and experiences from the pioneers working on SRI in the region were incorporated and periodic webinars held to promote further exchange of successes and challenges. Continual exchange on mechanization – adjustments, trials and results – was sustained.

Capacity development usually starts with an explanation of SRI principles and potential benefits. This is followed by an analysis of existing local rice production systems during discussions and field visits, while technical staff and smallholder producers jointly identify potential practices for applying SRI in the region. Producers are encouraged to innovate and test various practices to discover the best practices with which to obtain the most successful SRI results in their own context. Producers are committed to continue working with SRI, as initial production cycles have already evidenced increased yields of up to 25 per cent, decreased water use of up to 45 per cent, increased seed use efficiency of up to 96 per cent and decreased production costs of up to 10 per cent. Additional benefits included reduced agrochemical use and reduced lodging due to extreme winds. In Tolima, Colombia and the Dominican Republic, producers experienced up to a 43 per cent and 68 per cent increase in net utility with SRI, respectively, compared to conventional production.

To ensure the project's sustainability, in Colombia, FEDEARROZ integrated its SRI efforts into its broader massive adoption of technology (AMTEC) programme, which seeks to increase the sector's environmental and socioeconomic sustainability to increase competitiveness and productivity while reducing

production costs. The potential of SRI to contribute to the goals of Colombia's Nationally Determined Contribution (NDC) and the rice-focused Nationally Appropriate Mitigation Action (NAMA) are being explored. Technicians in the Dominican Republic believe that SRI can contribute to the goals outlined in the NDC and the national strategy for integrated water resource management and to enhancing the competitiveness of the sector, which is critical given upcoming changes to protections established under free trade agreements.

SRI is a true innovation that fundamentally changes the management practices used in rice production in LAC to fully capitalize on the potential of each rice plant. As it is not a prescribed set of practices, farmers can test and refine a number of practices within the scope of their abilities and needs, recognizing that the closer they adhere to the four interdependent principles, the better results they will obtain. Given significant alterations in traditional practices and the changing climate, the technology must be evaluated and adjusted through an iterative process between researchers and innovative producers. It will also require institutional capacities and policies to facilitate scaling up. Technical staff and farmers in other production zones and countries can replicate the experiences of the project to validate and contextualize SRI in their own agro-ecological zones. An openness to change, level fields, adequate control of irrigation systems, availability of labour saving machinery and continued innovation (e.g., using direct seeding) will facilitate replication in other contexts for both small and large farmers.

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**Project name:** Colombia and the Dominican Republic cooperate on validating the System of Rice Intensification to enhance resilience to climate change in agriculture

**Countries/Regions:** Colombia, the Dominican Republic

**Nominated by:** TEC/UNFCCC

**Sustainable Development Goal target(s):** 2.1,2,4, 12.2, 13.1

**Supported by:** Regional Fund for Agricultural Technology (FONTAGRO) and GEF

**Implementing entities:** IICA, Dominican Institute of Agricultural and Forestry Research (IDIAF), Dominican Council of Agricultural and Forestry Research (CONIAF), the Colombian National Federation of Rice Producers (FEDEARROZ-FNA)

**Project status:** Completed

**Project period:** 2015- 2018

**URL of the practice:** <http://sri.ciifad.cornell.edu/>; [goo.gl/tFXFjk](http://goo.gl/tFXFjk)



# Technology Transfer of a Micro-Hydroelectric Energy System

## Improving livelihoods by providing a clean source of electricity

### Challenge

Magazen is a small community located in the eastern portion of the Northern Massif in Haiti, close to the Dominican Republic border. The community consists of 120 families living in conditions of extreme poverty in a highly-degraded environment. Magazen is very remote. Access to the community is limited and it cannot be reached by motorized transportation. Residents lack access to essential basic services, such as safe water, health and education services, and electricity. Lighting is available via benzene or kerosene lamps and some residents have never seen electrical lights.

The local economy is mainly based on subsistence farming, which meets families' basic needs but produces very little surplus to sell at the local market. Inappropriate farming practices contribute to progressive and ongoing land degradation, resulting in deforestation and loss of tree cover as well as infertile and unproductive soil. The lack of electricity has wide-reaching ramifications for the community and imposes a barrier to its development. Fortunately, Magazen has been integrated into the Quisqueya Verde National Plan, a development plan that focuses on disseminating environmental knowledge to the people living in the area and on sustainable development.

### Towards a Solution

To address this challenge, the Global Environmental Facility Small Grants Programme (GEF SGP) Haiti initiated a South-South cooperation exchange with GEF SGP Dominican Republic to draw on the latter's expertise in establishing a community-led micro-hydroelectric system. The Dominican Republic has been successful in installing micro-hydroelectric systems in 48 communities, which have provided electricity to more than 4,500 families and more than 20,000 people, with an installed capacity of more than 1.3 MW. This project was supported by GEF SPG and the NGO Guakia Ambiente. The objective of the exchange was to provide the Magazen community with a clean source of electricity and increase residents' opportunities by improving their livelihoods.

Between 2009 and 2010, a group of community leaders from Magazen visited the micro-hydroelectric plant in Fundo Grande in Dominican Republic. The following year, an expert from the Dominican Republic conducted a feasibility study in Magazen and submitted a project proposal to GEF SGP Haiti for a grant. With support from the SGP, the project commenced in 2012 with a visit by a group of young community members from Magazen to the established micro-hydroelectric plant communities in the Dominican Republic, where they learned about power station management directly from the locals. In turn, experts from the Dominican Republic visited Magazen to train community members to assemble and install the system and the best ways to train Haitian technicians to maintain it.

On 15 June 2016, the Magazen hydroelectric power plant was inaugurated. The system provides 15 kW of power and was established using the Arende Merende river to ensure access to electricity for 74 families in the Magazen community. To achieve this, several



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community members worked without pay for more than two years. They constructed an 800-metre-long water line by laying down 192 pipes of 6" each (168 PVC SDR-26 and 20 iron) and 4 iron pipes of 8" in trenches. Electricity is produced by means of a 10 kW Pelton turbine and a 15-kW horizontal synchronous generator. It is carried through a primary network with a total length of 1,600 m. Two transformers were used for transmission – one 15 kW and one 25 kW. Each family receives average power of about 150 W, which is sufficient to meet local energy needs. The power plant also provides enough electricity to run street lights for the entire community.

The micro-hydroelectric project relied on the direct involvement of the beneficiaries, who provided all unskilled labour and participated in all activities related to the construction of the system, with the support of the GEF SGP and Guakía Ambiente. The project also included training on climate change, conservation of natural resources, management of micro-hydroelectric systems and basic electricity. As a result, community members are contributing to the achievement of SDG

13: Climate action. **With improved technical and administrative capacities, they are managing their new, clean micro-hydroelectric facility without external help and reducing their CO2 emissions, which is contributing to the sustainability of the project.**

Following this first project, a second phase intervention was initiated in Magazen to improve local productivity and protect watersheds. Furthermore, other Haitian communities have requested support for new feasibility studies.

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**Project name:** Technology Transfer of a Micro-Hydroelectric Energy System

**Countries/Regions:** the Dominican Republic, Haiti

**Nominated by:** GEF Small Grants Programme (implemented by UNDP)

**Sustainable Development Goal target(s):** 13.3

**Supported by:** GEF Small Grants Programme

**Implementing entities:** GEF Small Grants Programme Haiti and Guakía Ambiente (NGO)

**Project status:** Completed

**Project period:** 2009 - 2016

**URL of the practice:** [goo.gl/UvqAjn](http://goo.gl/UvqAjn)



# Implementing Good Practices and Solutions for Environmental Protection through UNECE Environmental Performance Reviews



Stimulating peer learning on the development and implementation of environmental policies in support of the 2030 Agenda in lower and upper middle-income countries

## Challenge

Environmental concerns are rarely high on the agenda of governments in lower and middle-income countries, leading to weak national environmental institutions and insufficient environmental policies. In some countries, national environmental authorities are subordinated to sectoral ministries. In others, their hierarchical level is below that of the sectoral ministries. Progress is slow in integrating environmental requirements into sectoral policies (e.g., introduction of measures to improve water and energy efficiency, promote renewable energy sources or clean the vehicle fleet). Inadequate funding is allocated to implement environmental policies and measures, compared with economic and social policies. Implementation of the 2030 Agenda for Sustainable Development requires concerted actions by all sectors and stakeholders.

## Towards a Solution

The Environmental Performance Review (EPR) Programme fosters dialogue, exchange of good practices and peer learning among governments of the lower and upper middle-income countries in the UNECE region on ongoing and emerging environmental challenges and proposed solutions to tackle them. It equips governments with targeted recommendations to improve environmental policies and strengthen the integration of environmental concerns in sectoral policies. The recommendations for one country are based on good practices and solutions that often are applicable and transferable to other countries participating in the programme. Since 2017, the recommendations have been aligned to nationalized SDGs and SDG targets.

The EPR process is well defined, based on many years of experience and lessons learned. It is also demand-driven, ensuring that recommendations receive due consideration and are implemented by governments. It includes a strong peer learning component that is particularly valuable for sharing knowledge and experiences among lower and upper middle-income countries.

The EPR methodology offers independent and impartial review and a participatory approach. The review is carried out by a team composed of experts from countries other than the country reviewed, with strong participation by the country under review. This participation involves all stakeholders (central and local government, NGOs, business, and academia) at various stages of the process (providing data and information, commenting on the draft report, and participating in expert and peer reviews).

**EPRs represent a mechanism for the systemic transfer of good practice, in particular between lower and upper middle-income countries of the UNECE region. Such transfer takes place through peer learning during several stages in the EPR preparation process.** They include:

- **Review mission:** The review team, which is composed of experts from various countries and international organizations, facilitates exchange of knowledge, experience and good practices. For example, the review team for the third EPR of Albania included



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experts from Belarus and Montenegro. This peer-to-peer exchange promotes further contacts and collaboration;

- **Expert Review:** During the review of the draft EPR, expert representatives from UNECE Member States discuss the EPR report with the delegation of the reviewed country. For example, in 2018, the Expert Group included Belarus, Georgia, Montenegro and Kazakhstan (as an observer). Members of the Expert Group from lower and upper middle-income countries are usually actively engaged as they face similar issues to the reviewed country. During the expert review, experts share what works and does not work in their countries to develop solutions to improve the situation in the reviewed country; and
- **Peer Review:** The intergovernmental session of the UNECE Committee on Environmental Policy brings the international peer learning dimension to EPR. UNECE Member States share their collective knowledge and expertise in discussions about the draft EPR with policymakers of the reviewed Member States. The country benefits from this comprehensive international expertise in implementing the EPR recommendations.

In addition, the transfer of good practices, particularly between lower and upper middle-income countries, takes place in the dedicated workshops. For example, theme-based technical cooperation workshops were organized for Central Asian and Caucasus countries to share good practices in implementing their EPR recommendations, focused on greening the energy and transport sectors. These workshops enabled in-depth exchange of good practices and experience among participating countries.

The EPR tool is constantly evolving to respond to emerging issues and new regional and global challenges. Since 2011, most EPRs covered topics such as the green economy and climate change, and the tool was aligned to SDGs in 2017. The methodology is modified regularly, based on lessons learned, SDG nationalization processes

and the national context in the Member States, and feedback from the major national and international stakeholders.

For example, the three EPRs conducted in 2017 (Albania, Bosnia and Herzegovina, and Mongolia) provide an assessment and recommendations with regard to a number of SDG targets. They also address systemic issues, including the existence of policy and institutional frameworks for SDG implementation, adoption of national targets and indicators, data gaps for SDGs, national ownership and means of implementation. These recommendations provide guidance to the governments and other stakeholders in designing concrete policies and measures to achieve the SDGs.

EPR recommendations are designed with a time-frame of five to seven years. Policymaking frameworks have already shown improvement. For example, the EPR of Mongolia now feeds into the Pathways for Implementation of the Internationally Agreed Commitments of Mongolia, which will guide action in the country as it implements the 2030 Agenda.

EPR has contributed to the following:

- Improved policy and legal frameworks and integration of environmental concerns into sectoral policies;
- Strengthened environmental management institutions;
- Increased financial resources for environmental protection and greening the economy;
- Improved environmental monitoring and information systems;
- Strengthened public participation; and
- Increased international cooperation.

Clearly, EPR contributes to achieving the 2030 Agenda for Sustainable Development and national implementation of the SDGs.

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**Project name:** Environmental Performance Reviews (EPR) Programme<sup>1</sup>

**Countries/Regions:** Eastern Europe, Caucasus, Central Asia: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Turkmenistan, Ukraine, Uzbekistan  
South-Eastern Europe: Albania, Bosnia and Herzegovina, Montenegro, Serbia, the former Yugoslav Republic of Macedonia  
Other countries: Mongolia, Morocco

**Nominated by:** UNECE

**Sustainable Development Goal target(s):** 3.1, 3.2, 3.3, 3.4, 3.6, 3.9, 3.a, 5.a, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.b, 7.1, 7.2, 7.3, 7.a, 7.b, 8.2, 8.3, 8.4, 8.8, 9.1, 9.2, 9.4, 9.5, 9.b, 11.2, 11.4, 11.5, 11.6, 11.b, 12.1, 12.4, 12.5, 12.6, 12.7, 12.8, 12.c, 13.1, 13.2, 13.3, 15.1, 15.2, 15.3, 15.4, 15.5, 15.6, 15.7, 15.8, 15.9, 15.a, 15.b, 15.c, 17.14

**Supported by:** UNECE and participating countries

**Implementing entities:** UNECE

**Project status:** Ongoing

**Project period:** 1996 - 2019

**URL of the practice:** <https://www.unece.org/env/epr.html>

# The ESCAP Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness

## Building disaster and climate resilience in Asia and the Pacific through multi-country early warning

### Challenge

Today, a person living in Asia-Pacific is still five times more likely to be affected by natural disasters than a person living outside the region.<sup>1</sup> This was seen during the 2004 Indian Ocean tsunami, which resulted in more than 225,000 deaths and widespread economic losses across the Ocean Rim countries. The Indian Ocean had no multi-country tsunami early warning system in place prior to the occurrence of this destructive event. Despite progress in building resilience to natural hazards, risks are outpacing resilience across the region. A key finding from the 2017 edition of the Asia-Pacific Disaster Report is that of the 2 million lives lost over the past half century; the largest share is attributable to the lack of timely and location-specific early warning ahead of disasters. Faced with this continuing challenge, timely and collective efforts are required to safeguard development gains.

### Towards a Solution

To help avoid the further loss of lives, Thailand contributed USD 10 million to establish the Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness under the aegis of the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) in 2005. Since then, other donor countries contributed, for a total of USD 15.5 million. The Trust Fund serves as an example of how, through the modality of South-South cooperation, developing countries have emerged as donors and providers of technical cooperation. With the subsequent contributions of Germany, India, Japan, Sweden and Turkey, the Trust Fund evidenced how South-South cooperation can be a catalyst for triangular cooperation. By pooling resources through the ESCAP platform, the impact for vulnerable populations was effectively maximized.

The ESCAP Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness (Trust Fund) provides financial and technical support to address unmet needs and gaps in early warning systems in the Asia-Pacific region. It has promoted innovative pilot initiatives, scaled up successful early warning systems and facilitated multi-country cooperation. Under ESCAP, the Trust Fund synergizes intergovernmental processes and operational multi-stakeholder implementation for a multi-hazard and people-centred approach to early warning systems focused on coastal hazards.

**Since its establishment in 2005, the Trust Fund has supported 26 projects with a total budget of approximately USD 15.5 million and directly benefitted 19 countries.** At the regional level, it provided sustained financial support that contributed to the establishment of the Indian Ocean Tsunami Warning and Mitigation System (IOTWMS) as well as the Regional Integrated Multi-Hazard Early Warning System for Africa and Asia (RIMES), an intergovernmental institution that provides cost-effective warning products and services, particularly for tsunamis and extreme weather systems. Operating in a regionally coordinated way, the Trust Fund helped reduce the total cost

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<sup>1</sup> Asia Pacific Disaster Report 2017, [www.unescap.org/publications/asia-pacific-disaster-report-2017-leave-no-one-behind](http://www.unescap.org/publications/asia-pacific-disaster-report-2017-leave-no-one-behind).

of establishing and maintaining early warning systems substantially, as compared to the sum of costs if every country maintained its own system. These are especially useful for countries that are at a high risk of disasters but possess limited domestic capacity in hazard monitoring and early warning. To this end, the Trust Fund has been a most effective vehicle for accessing and sharing data, tools and expertise to support disaster resilience in Asia-Pacific.

More recently, the role of the Trust Fund in responding to slow-onset disasters has been of particular note. These are phenomena that lend themselves to early warning. However, often they do not spur early action because of a lack of understanding of the action required by the warning at the ground level and of institutional mechanisms for considering such information on a regular basis. To help overcome these challenges, through the Trust Fund, ESCAP has supported activities aimed at building capacities for climate preparedness in highly vulnerable countries such as Cambodia, Myanmar and Sri Lanka. As a result, national climate outlook forums (or “monsoon forums” as they are popularly known due to their convening around the onset of the monsoon season), have supported dissemination of seasonal forecast information to understand potential impacts. The main users of risk information meet to identify lessons learned from previous monsoon seasons, take stock of available tools and services, share forecasts for the upcoming season, and develop required preparedness activities.

The Trust Fund has helped to develop and promote innovation, science and technology across Asia-Pacific

so as to address the gaps and unmet needs of early warning through the application of frontier technologies and advances in modelling. Second-generation early warning products (i.e. impact-based forecasting and risk-informed early warning for slow onset disasters) as well as downscaled and customized climate projections are regularly disseminated through the monsoon forums for use by multiple local stakeholders, including line ministries (e.g. agriculture and health), local authorities and non-governmental organizations. Today, climate outlook forums are held regularly in 14 Asia-Pacific countries and have created networks of technical experts from various sectors, nurturing a culture of anticipatory management. These successful experiences and the knowledge gained through the implementation of monsoon forums in the region are now being scaled up and introduced in additional target countries while also being extended to the Pacific. The monsoon forum is a good practice that can be further replicated in the region and beyond.

Harnessing regional cooperation for disaster prevention and building resilience is crucial to achieving the aspirations of the 2030 Agenda for Sustainable Development. The Trust Fund is evolving to face these challenges and build on the opportunities offered by the new global and regional commitments.

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**Project name:** The ESCAP Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness

**Countries/Regions:** Bangladesh, Cambodia, China, Fiji, India, Indonesia, Iran, Lao PDR, Malaysia, Maldives, Myanmar, Pakistan, Papua New Guinea, the Philippines, Samoa, Sri Lanka, Thailand, Timor-Leste, Viet Nam

**Nominated by:** UNESCO

**Sustainable Development Goal target(s):** 1.5, 2.4, 11.5, 11.b, 13.1, 13.3

**Supported by:** Bangladesh, Germany, India, Japan, Nepal, the Philippines, Sweden, Thailand, Turkey

**Implementing entities:** Asian Disaster Preparedness Center (ADPC), Asian Disaster Reduction Centre (ADRC), Asia-Pacific Broadcasting Union (ABU), ESCAP/WMO Typhoon Committee, IOC-UNESCO, Oxfam GB, Raks Thai Foundation, RIMES, UNDP, WMO/ESCAP Panel on Tropical Cyclones (PTC), et al.

**Project status:** Ongoing

**Project period:** 2005 – Present

**URL of the practice:** <http://www.unescap.org/disaster-preparedness-fund>

# Regional Space Application Programme for Sustainable Development in Asia and the Pacific

## Providing satellite-derived data and images to support evidence-based approaches for better informed and timely decision-making

### Challenge

Space technology applications and geospatial data have played a growing role in supporting the implementation of the 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction 2015-2030 and the Paris Agreement on Climate Change. Asia-Pacific regional cooperation platforms and networks related to space technology applications and disaster risk management, including the Regional Space Applications Programme for Sustainable Development (RESAP), have extended their spheres to address global sustainable development challenges beyond disaster risk reduction. Despite the available benefits of space applications, many developing countries still do not have sufficient access to such innovative technologies, infrastructure or the human capacity to effectively utilize and apply these tools, which remains a challenge.

### Towards a Solution

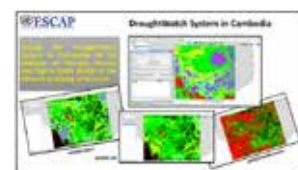
Space applications can provide far-reaching solutions to some of the most pressing issues facing humanity, ranging from food security to social development, natural resource management, climate change, disaster risk reduction and resilience building. They provide satellite-derived data and images that can support evidence-based approaches for better-informed and timelier decision-making, both critical for the setting up of early warning systems for disaster risk reduction and saving lives in the aftermath of a disaster. The application of this information for medium-term development planning and more accurate monitoring and evaluation of development interventions are equally important.

With rapid advances in space technology and increasing access to space-based information that provides several opportunities to disaster managers on the use of space technology for disaster management, RESAP has made concerted efforts to promote geospatial services to support disaster risk reduction and inclusive and sustainable development.

As part of the cross-country transfer of good practices and knowledge, the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) through its RESAP network promptly responds to requests for support from disaster-affected member States by mobilizing satellite-derived products and services. For example, in 2017–2018, more than 400 satellite images and products for drought, cyclone, earthquake and flood were provided to disaster-affected countries as a 24/7 service with free data and support from RESAP member countries. These data and services are worth over USD 1 million. Access to earth observation data for member States not only addresses technical gaps and challenges in accessibility, but also copyright and transboundary issues with regard to sharing.

Specifically, drought monitoring from space has been prioritized. It is believed that the impacts of climate change will be particularly felt through periodic weather events, considered climate risk fault lines, such as the monsoon rainfall and El Niño/La Niña events, causing widespread heatwaves, sand and dust storms, floods, cyclones and

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droughts. ESCAP's Regional Cooperative Mechanism for Drought Monitoring and Early Warning (Regional Drought Mechanism), which serves as an operational programme of RESAP, is a good example of South-South and triangular cooperation. It brings together developed and emerging countries, with advanced experience in using innovative space applications with high disaster-risk countries that could use the information and tools but lack the knowledge or capacity to do so. High disaster-risk countries typically are least-developed countries and SIDS. The Mechanism has created a toolbox of products, information and services to support drought-prone developing countries in enhancing their resilience, which can be replicated and adapted to different country contexts.

As examples of such cross-country transfer of good practices, **through its technical service nodes in China, India and Thailand, the Mechanism has been providing technical support in Cambodia and Myanmar through training, validation and installation of drought monitoring systems.** The recent operationalization of the drought monitoring system in Myanmar with technical support from India has significantly improved the former's monitoring capability. The system provides agricultural drought information in terms of prevalence, severity and persistence using moderate resolution data, multiple indices for drought assessment and augmentation of ground data bases.

The Mechanism has provided cutting-edge technology in the form of tools and services to enhance drought risk management and build resilience. With the existing platform, tools, technologies and space-based data, the Mechanism can facilitate the replication of best practices for countries based on demand by developing tailored systems and the building of the institutional capacity through its service nodes in China, India and Thailand. This aims to ensure that governments are continuously using the systems for effective drought risk management. However, replicating these best

practices will also depend on ground in-situ data and on the government's commitment to operationalizing the system to improve the lives of vulnerable communities. To this end, the Mechanism has provided continued support in capacity- building Member States through various thematic training sessions, as well as providing policymakers with information that will enable them to make evidence-based decisions on how and when to prepare for drought. The Mechanism has both strengthened institutional coordination and policies at the country level and has built a strong support network of regional and South-South cooperation.

As a unique regional mechanism, RESAP pulls together regional resources in the form of satellite-derived data, knowledge products, tailored tools, timely service and training network to address sustainable development in a multi-dimensional way. Information/service providers and end users are well connected through the regional cooperation platform to ensure the sustainability of the programme. Under the Regional Drought Mechanism, three regional service nodes, in China, India and Thailand, provided continuous support to drought-prone countries in forging strong institutional partnerships between line ministries through capacity building, knowledge and information sharing. This has helped to integrate drought risk reduction into policy, planning and implementation, thereby strengthening institutional capacities. For example, Myanmar has prioritized drought risk management for improving disaster and climate resilience in the agriculture sector by mainstreaming disaster risk reduction for resilient development<sup>1</sup>. The National Action Plan for Disaster Risk Reduction (NAP-DRR) 2014–2018 in Cambodia also highlighted the need to enhance drought early warning capabilities with a focus on improved technologies and community-based dissemination mechanisms.

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**Project name:** Regional Space Application Programme for Sustainable Development in Asia and the Pacific (RESAP)

**Countries/Regions:** Cambodia, Mongolia, Myanmar, Sri Lanka

**Nominated by:** United Nations Economic and Social Commission for Asia and the Pacific- Information and Communications Technology and Disaster Risk Reduction Division (ESCAP-IDD)

**Sustainable Development Goal target(s):** 1.1, 1.5, 1.a, 1.b, 2.3, 2.4, 11.3, 11.5, 11.b, 13.1, 13.2, 13.3, 13.b, 15.1, 15.3, 15.9

**Supported by:** China, Fiji, India, Indonesia, Japan, Malaysia, Mongolia, the Republic of Korea, Russian Federation, Sri Lanka, Thailand, Vanuatu, etc. (a total of 25 RESAP member countries)

**Implementing entities:** ESCAP, Institute of Remote Sensing and Digital Earth (RADI) of Chinese Academy of Sciences; National Remote Sensing Centre (NRSC) of Indian Space Research Organization; Geoinformatics and Space Technology Development Agency of Thailand (GISTDA)

**Project status:** Ongoing

**Project period:** 2017 –2019

**URL of the practice:** [goo.gl/gn88CX](http://goo.gl/gn88CX); [goo.gl/2MERFN](http://goo.gl/2MERFN)



# Nepal Advances Ecosystem-based Adaptation in Cooperation with China

## Improving community resilience through watershed restoration, livelihoods improvement and long-term research

### Challenge

Nepal is a mountainous country in which about three-fourths of the population directly depend on agricultural activities. Therefore, they are highly vulnerable to current and anticipated climate change impacts. Local communities are already affected by unpredictable rainfall and diminishing water resources. Crop losses from droughts or floods and topsoil loss from increased soil erosion and landslides pose a risk to future food security. Extreme weather events, together with other climate-induced hazards such as glacier lake outburst floods, avalanches and wildfires, are rapidly increasing in frequency and intensity, making those communities more vulnerable to the impacts of climate change.

### Towards a Solution

To address this challenge, the United Nations Environment Programme (UN Environment) and the National Development and Reform Commission of China (NDRC), through the Institute of Geographic Sciences and Natural Resources Research, Chinese Academy of Sciences (IGSNRR, CAS), have jointly implemented a project entitled Ecosystem-based Adaptation through South-South Cooperation (EbA South) with the support of the Global Environment Facility. The aim of the project is to assist local communities to adapt to the impacts of climate change by using biodiversity and ecosystem services (ecosystem-based adaptation (EbA)) based on experiences from China and other developing countries. The project seeks to build climate resilience by strengthening institutional capacity, mobilizing knowledge and transferring adaptation technologies through EbA interventions, which include community-based watershed restoration (i.e. restoration on degraded and barren lands, water conservation and management) and livelihoods improvement. Under project EbA South, similar pilot projects are underway in parallel in Mauritania and the Seychelles.

The development of EbA interventions starts with assessing local practices and determining whether these practices can be improved or upscaled before introducing new approaches. Existing practices were identified by a local expert through extensive field visits and interviews with local stakeholders, including community forest groups, women's groups, farmers and district officers. Based on these findings, the Chinese and South African experts designed possible interventions together with the local expert and advised on their implementation and monitoring against project indicators and targets.

Knowledge-sharing and practical learning take place mainly through the joint development and implementation of the Long-Term Research Programme (LTRP) and EbA interventions, such as setting up plant nurseries and seedling propagation, mixed plantations of bamboo, banana and salix on degraded riverbanks for soil erosion control, and cardamom plantations and crop diversification to improve livelihoods. Trainings were provided by Chinese and South African experts on data collection methodologies, including developing and conducting household surveys to measure vulnerability



© EbA South

changes and awareness changes in response to EbA interventions. Furthermore, knowledge-sharing takes place between Chinese and Nepalese experts, as well as experts from other pilot countries, through inter-regional capacity-building workshops, exchange visit and a web-based knowledge platform.

The LTRP includes the establishment of a permanent monitoring site as well as research on the short- and long-term effects of EbA interventions. To establish the monitoring site, the Nepalese experts were first invited to visit the Chinese Ecosystem Research Network (CERN) stations in China to see how the monitoring sites with plots were set up, operated and contributed to research activities. Specific research data and equipment needs for watershed management from the Nepalese side were jointly identified with the support of South African experts, based on which the design for the monitoring site was developed in partnership. The Ministry of Population and Environment (now called the Ministry of Forests and Environment), together with Chinese experts, then identified Tribhuvan University as a partner to lead the LTRP. The site with monitoring plots and a meteorological station was established in 2016 and complemented by a hydrological station in 2017. The data collected are used at local level and integrated in the national level through Ministry of Hydrological and Meteorology. This site will be independently managed by Tribhuvan University together with Government of Nepal beyond the project period. The project also contributed to the process for Nepal's national adaptation plan.

**The project encourages the participation of women in EbA intervention and has succeeded in this regard in the areas of propagation in nurseries, planting, agro-forest planting and harvesting.**

Furthermore, inputs from men and women are sought when designing EbA interventions and household surveys and conducting capacity-building activities such as community training and school projects.

Long-term sustainability is ensured through the LTRP and EbA interventions, which continued beyond the project period. According to the project task manager, project manager and chief technical advisor, the nature of the opportunities for sustainability varied according to each EbA site and included commitments of long-term investment, including by government departments, universities, community organizations and private farmers. The incentives for the commitments included desires to: manage climate change for society; claim rights to abandoned agricultural land; increase income from timber and non-timber forest products; improve the aesthetics of the landscape; reduce soil erosion; and leave a legacy for future generations.

Good documentation and sharing with potential stakeholders are crucial in order to ensure replicability. In April 2018, experience and lessons learnt from this project were introduced at the South-South Exchange Workshop: Ecosystems for Climate Change Adaptation and Sustainable Livelihoods Knowledge Sharing. Detailed EbA interventions, long-term monitoring and research, as well as mutual challenges, were discussed with representatives from Cambodia, China, Lao PDR, Myanmar, Thailand and Viet Nam. This laid a foundation for their future projects.

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**Project name:** Ecosystem-based Adaptation through South-South Cooperation

**Countries/Regions:** China, Nepal

**Nominated by:** TEC/UNFCCC

**Sustainable Development Goal target(s):** 13.2, 13.b

**Supported by:** Global Environment Facility

**Implementing entities:** Ministry of Forests and Environment (Nepal), Tribhuvan University (Nepal), National Development and Reform Commission (China), Chinese Ecosystem Research Network (China), Institute of Geographic Sciences and Natural Resources Research of the Chinese Academy of Sciences (China), Chengdu Institute of Mountain Hazards and Environment (China), C4 EcoSolutions (South Africa), United Nations Environment Programme–International Ecosystem Management Partnership (UNEP-IEMP), United Nations Environment Programme (UN Environment) and Global Environment Facility (GEF)

**Project status:** Completed

**Project period:** 2013-2018

**URL of the practice:** <http://ebasouth.org/pilot-country/nepal>





## Promoting Seaweed Farming as a Sustainable Enterprise

Seaweed cultivation developed as a model for adapting to the effects of climate change, while providing livelihood opportunities

### Challenge

Rapid and uncontrolled coastal development has resulted in increased habitat loss in Belize's coastal zone. It is estimated that about 75–80 per cent of all coastal land in Belize has been purchased for the development of tourism and residential areas, posing a serious threat to mangroves, coastal wetlands and other coastal ecosystems.

The Placencia Producers Cooperative Society Limited (PPCSL) was formed in 1962, in an effort to consolidate local fishers' occupational activities and income. Since the 1950s, Placencia, Belize has been a thriving fishing community; however, due to poor regulation and overfishing, as well as anthropogenic pressures on the marine ecosystems, in the 1990s, fish stocks were in decline and PPCSL looked for ways to diversify their livelihoods.

### Towards a Solution

To address the above challenge, PPCSL fishers looked at seaweed cultivation as a supplemental livelihood alternative, inspired by St. Lucian fishers. Seaweed provides a natural habitat for many marine species and also provides excess nutrient uptake as an ecosystem service. Cultivating seaweed helps to reduce fishing pressure by providing fishers with an alternative source of income and serves as a model for adapting to the effects of climate change.

To roll out this initiative, the Global Environment Facility-Small Grant Programme (GEF SGP) implemented by UNDP and United Nations Foundation provided a grant to PPCSL to pilot a project on commercial seaweed cultivation. The grants supported the development of a market study and subsequent business plan, and the project turned out to be a success, with a market and a prosperous industry following suit. PPCSL provided training sessions to improve the capacity of the community on information technology, accounting and the use of QuickBooks, as well as business administration. Furthermore, support was provided for the establishment of 20 seaweed farms with the necessary equipment for planting, monitoring, harvesting and processing the seaweed crop for sale locally and internationally. A boat and engine were purchased to carry out these activities.

A Memorandum of Understanding was signed between the Belize Fisheries Department, the Southern Environmental Association and PPCSL for a one-square mile Special Development Zone within the Gladden Spit and Silk Cayes Marine Reserve, which was intended for seaweed cultivation expansion. A seaweed cultivation manual and seaweed curriculum were also developed. This led to the establishment of a long-term partnership with a private investor, Coral Caye Limited, to replicate, upscale and mainstream the seaweed industry in Belize. Coral Caye Ltd. is currently constructing the 5,000-square foot processing facility near Independence Village, Stann Creek District to create value-added products for use and sale by the PPCSL. Together, the partners



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continue to develop improved methodologies for seaweed cultivation and additional revenue streams, which they continue to share with interested parties.

Due to the success of this initiative, Belize shared this good practice with Colombian fishers who were introduced to the seaweed cultivating and harvesting methodologies of PPCSL. During the exchange visit to Belize, two women and four men from the Old Providence and Santa Catalina Fishing and Farming Cooperative in Providencia Island, Colombia learned how to design a seaweed farm, select an appropriate site, construct anchors, set up the farm, and select the best seeds for high crop yields.

After the initial exchange in Belize, a member of the PPCSL travelled to Colombia to provide additional hands-on training to the Old Providence and Santa Catalina Fishing and Farming Cooperative. The initiative has been replicated by both the Turneffe Seaweed Growers and the Sarteneja Fishermen Association in Belize.

**As a result of exchange between Colombia and Belize, the Colombian fishers have put their received training to use in their own country, where they are involved in a pilot project – “Algae**

**Cultivation Pilot Project and Development of Products Based on its Derivatives”, with Coralina, Utadeo and Fish and Farm C-Enterprise.** Through established seaweed farms, they have generated value-added products such as a recently launched, highly nutritious drink called Seaweed Punch. They are now involved in promoting seaweed cultivation as a viable economic livelihood. This practice was also shared with Cuba.

This South-South exchange experience demonstrates how replicable seaweed farming is across the region, through peer-to-peer knowledge transfer. This knowledge transfer gives participants a better grasp of, and hands-on experience with, seaweed cultivation, a sustainable, environmentally friendly and highly replicable practice. Direct exchanges provide participants with a better understanding of the seaweed practices and farming, and the opportunity to quickly obtain answers to questions, making them a very effective tool for imparting applicable knowledge.

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**Project name:** Promoting Seaweed Farming as a Sustainable Enterprise

**Countries/Regions:** Belize, Colombia, Cuba

**Nominated by:** GEF Small Grants Programme (Implemented by UNDP)

**Sustainable Development Goal target(s):** 14.2, 14.7

**Supported by:** GEF Small Grants Programme

**Implementing entities:** GEF small grants programme, Placencia Producers Cooperative Society Limited

**Project status:** Completed

**Project period:** 2009–2017

**URL of the practice:** N/A

# Benin and Burkina Faso: How to Improve Shea Butter Production and Combat Land Degradation

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## Diversification as a method to ensure the land's continued productivity and to provide economic opportunity for youth

### Challenge

Agricultural activity and vegetable production are the predominant economic pursuits in Benin and account for 38 per cent of annual gross domestic production. The production of shea has largely been carried out by women and youth. The production process is strenuous and involves heavy work. Collection of firewood and the money spent on fuel for the mills represent a significant human and financial cost for the local communities and shea producers. Deforestation and the loss of forest cover contribute to land degradation while smoke from the firewood represents a health hazard and contributes to greenhouse gas (GHG) emissions. The improvement of this process would leave producers with more income and confer considerable environmental benefits.



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### Towards a Solution

To improve local shea production in Benin, the NGO Committee on the Elimination of Racial Discrimination (CERD)-BENIN requested support from the international NGO TREE AID of Burkina Faso. From January to February 2013, a South-South exchange between Benin and Burkina Faso took place, during which participating Beninese farmers learned how to significantly shorten the production cycle of shea, an exceedingly slow-growing species that takes about 25 to 30 years to reach productive maturity, through a grafting process.

With the technical support of an agricultural engineer at TREE AID, the Beninese farmers learned how to use assisted natural regeneration to improve their trees' productive capacity. By establishing a system for rotating the branches to ensure stable fruit yield, they were able to increase shea butter production by 3 tonnes in two years, at a rate of 1.5 tonnes per year.

The Beninese producers also learned how to naturally control parasitic plants, which are a considerable hindrance to shea production. Finally, in Burkina Faso, farmers had come up with the idea of rigorously harvesting the *Tapinanthus*, a genus of mistletoe. They taught the Beninese how to dry the *Tapinanthus* and add it to ash to manufacture soaps. This provided the Boukoubé with another source of income.

**As a result of the exchange, improved techniques for shea production were introduced to the local agricultural community by CERD-Benin. Specifically, 12 agricultural leaders from ten villages in Natta have learned how to graft the shea tree and shorten its production cycle.** The project also sought to give poorer populations and landowners access to an income-generating activity by utilizing short growth-cycle shea trees, as well as to provide the local women's organization, Association Mère d'Elèves (AME), with access to sustainable sources of livelihood by creating shea butter from the shea nuts. Seventy-six women have become shea nut suppliers, selling their shea nuts to the Boukoubé production centre. Every year,

AME produces and sells 3 tonnes of shea butter in 20 rural villages, resulting in a current annual profit of approximately CFAF 1 million (US\$ 1,772). Part of this budget is dedicated to the schooling of orphans and vulnerable children in their communities.

The shea production cycle has also increased the local soil fertility and has contributed to the prevention of land degradation, due to the excess biomass by means of foliage, which is now being returned to the soil. This reapplication of the foliage helps with the soil coverage and improves the water-retentive capacity of the soil. A ten-hectare shea forest has been established in a previously deforested area of Boukombé.

The project has also attracted the attention of the younger generation. CERD hired a number of interns from a nearby agricultural technical school, who were interested in learning about shea production as an income-generating activity. From an economic perspective, the shea production activities have also contributed to increasing shea tree prices.

During implementation, challenges arose such as where to plant the shea trees to establish a shea production area. The City Council of Boukombé contributed by

proposing land use partnerships between landowners and users in order to avoid potential conflicts regarding land use, and by requiring the negotiation of fair prices for rent, taking into account the potential profit from a productive shea butter farm. A lesson learned from this project is to have town hall negotiation meetings with the local community to determine appropriate land on which to establish shea production activities, with a particular focus on women's rights to access and use land.

The project contributes to the SDGs by providing income-generating alternatives to alleviate local poverty and by ensuring local economic growth. It also contributes to reduced inequalities between men and women by providing women with access to work, as well as responsible production based on local natural resources. Additionally, the project contributes to the SDGs by rehabilitating lands that have been degraded in order to protect and conserve terrestrial ecosystems.

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**Project name:** How to Improve Shea Butter Production and Combat Land Degradation

**Countries/Regions:** Benin, Burkina Faso

**Nominated by:** GEF Small Grants Programme (Implemented by UNDP)

**Sustainable Development Goal target(s):** 15.3

**Supported by:** GEF Small Grants Programme

**Implementing entities:** GEF Small Grants Programme Nigeria, and Culture, Éducation et Recherche pour le Développement au Bénin

**Project status:** Completed

**Project period:** 2012–2013

**URL of the practice:** [goo.gl/rE49gn](http://goo.gl/rE49gn)

# Capacity Building on Tourism Development and Biodiversity Protection in West and Central Africa

## Placing wildlife conservation at the core of tourism development

### Challenge

The conservation and protection of biodiversity worldwide is a critical issue identified as SDG 15. The Africa region offers outstanding opportunities to experience wildlife tourism. However, the loss of its biodiversity through weak conservation policies and/or poaching will have a major impact on tourism development and the overall economy of several underdeveloped and developing countries of the Continent.<sup>1</sup> The main acknowledged threats (e.g. waste management, water pollution and misuse of lands) are disrupting local biodiversity and thereby impacting the economic potential of the countries as tourism destinations.

### Towards a Solution

By implementing capacity-building workshops in West and Central African countries, the United Nations World Tourism Organization (UNWTO)/Guangdong Chimelong Group Co., Ltd. (Chimelong) Initiative aimed to address environmental challenges related to tourism development within the regions.

Local tourism stakeholders and communities need to be part of the solution; appropriate awareness campaigns and training on environmental management and biodiversity protection should thus be undertaken.

On 19 May 2016, UNWTO and Chimelong signed a partnership agreement to establish the UNWTO/Chimelong Initiative, in which the parties agreed to work together towards achieving the SDGs through sustainable tourism with a particular focus on wildlife conservation.

As part of the UNWTO/Chimelong Initiative, a capacity-building workshop was organized. It includes a three-day training programme aimed at enhancing local tourism stakeholders' biodiversity conservation and environmental protection awareness and skills. Its specific objectives are to motivate local people and tourism employees to act as champions of biodiversity conservation and environmental protection in the regions and to ensure sustained income generation for the local people as a result of tourism activities in the long term.

**This workshop was replicated four times in West and Central African countries and benefitted six destinations within the region: Benin, the Congo, Gabon, Guinea, Niger, and Zimbabwe.** One expert on sustainable tourism development and biodiversity protection was commissioned to lead and supervise all the technical and training inputs related to the activity.

The capacity-building workshop was designed above all to analyse, in a participatory manner, the main threats to biodiversity and the environment at a destination and, particularly, those caused by the activities of local people or enterprises. The expert thus provided guidance to local people who are employed or self-employed in the tourism sector on how to become champions for biodiversity conservation and environmental protection in their communities and enlighten tourism employees on how to contribute

<sup>1</sup> United Nations World Tourism Organization, 2014.

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to environmental management (making optimal use of scarce natural resources) and waste management in their enterprises. The four workshops brought together 120 participants.

Following the success of the project, a regional seminar was organized in Kinshasa, Democratic Republic of the Congo to review the results achieved by each community after the workshop and the improvements needed for further replication of the project in Africa, Asia and the Pacific. The event brought together international and local participants from the four workshops held in 2017, together with key officials from Zimbabwe for a total of over 80 participants. Another project under the UNWTO/Chimelong Initiative is being implemented in Zimbabwe.

During the regional seminar, opportunities were identified to roll out the recommended approach to more destinations and protected areas in the region and to integrate the topic into the curricula of existing training institutes to build the capacity of a larger number of tourism employees.

The achievements following the workshop and the future projects planned in the five beneficiary countries include the following:

#### **Niger**

- Obtained funding from the Spanish Agency for International Development Cooperation (AECID);
- Installed 12 solar-powered street lights;
- Renovated the village water tower and installation of an automatic water pump;
- Renovated several communication/information billboards;
- Constructed two durable and secured elevated, concrete viewpoints; and,
- Implemented a twice-weekly park cleaning by local villagers.

#### **Benin**

- Village Association Union provided training on environmental awareness for the management of the Fauna Reserves (AVIGREF) in five schools and in local communities; and
- AVIGREF provided a tour of the Benin W Park for 121 students and pupils from two schools (Alphakoara and Kandi).

#### **Guinea**

- Organized a two-day knowledge transfer session for

the Tourism Ministry cabinet; and,

- Planned and budgeted a training session to be held in late 2018 (100 people in the four different regions).

#### **Democratic Republic of the Congo**

- Implemented the workshop's training ideas and concepts to national agro-tourism project: compost, water consumption, waste management, agro-tourism and participative tourism etc.; and,
- Organized environmental awareness sessions.

This regional seminar provided an opportunity to bring together all the relevant national authorities involved in the UNWTO/Chimelong Initiative. Subsequently, the Kinshasa Declaration was drafted to encourage a commitment to biodiversity conservation and environmental protection in West and Central Africa. The Ministers of Tourism of Gabon, Niger, Benin, Guinea, Zimbabwe and the Democratic Republic of the Congo all read the official statement and demonstrated a keen interest in fulfilling the listed commitments.

Solid opportunities exist to replicate the seminar in other tourism destinations that face challenges in the area of biodiversity conservation and environmental protection. Some seed funding would be needed to cover the costs of a trainer. Local tourism stakeholders should show a commitment to enabling key staff members to attend so that they could become future champions of biodiversity conservation and environmental protection. If necessary, the training manual would need to be adjusted slightly to meet the environmental challenges of the destination (UNWTO already has a manual for coastal destinations and one for game parks.) If more seminars are to be held in a country, it would be useful to first organize a "train the trainers" seminar, so as to have a pool of trainers available to deliver the training. If possible, it would be advantageous to hold the seminar within the broader context of a project that addresses sustainable tourism development and/or environmental protection, so that the lessons learned from the seminar can be implemented directly within that larger project.

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**Project name:** Capacity Building on Tourism Development and Biodiversity Protection in West and Central Africa

**Countries/Regions:** Benin, the Congo, Gabon, Guinea, Niger

**Nominated by:** United Nations World Tourism Organization (UNWTO)

**Sustainable Development Goal target(s):** 8.4, 8.9, 12.1, 12.2, 12.5, 12.8, 12.b, 13.3, 15.1, 15.5, 15.6, 15.7, 15.8, 15.9, 15.a.

**Supported by:** UNWTO and Guangdong Chimelong Group

**Implementing entities:** UNWTO and hosting governments

**Project status:** Completed

**Project period:** June 2017 – April 2018

**URL of the practice:** [goo.gl/CLuDHg](http://goo.gl/CLuDHg); [goo.gl/s1B2Uo](http://goo.gl/s1B2Uo); [goo.gl/qJ6BLj](http://goo.gl/qJ6BLj); [goo.gl/1zz1f4](http://goo.gl/1zz1f4); [goo.gl/imfP4Q](http://goo.gl/imfP4Q)

# UN-REDD Programme

## Supporting nationally led processes to end deforestation

### Challenge

Deforestation and forest degradation account for 12 per cent of carbon emissions, more than the entire global transportation sector and second only to the energy sector. The destruction of forests also threatens millions of people who depend on them for their livelihoods. Many of these people are among the world's most vulnerable. Finally, deforestation is a key factor behind the current biodiversity crisis. Without halting deforestation, the targets in the Paris Climate Agreement and the SDGs cannot be achieved.

Despite many efforts to fight deforestation, it continues at an alarming rate: 13 million ha of forests were lost every year between 2000 and 2010. Although there are many different drivers of deforestation, they all have in common the profit motive: it is currently more profitable to convert a forest to other uses, such as agriculture, than to leave it as a natural ecosystem.

### Towards a Solution

To increase the value of forest ecosystems and recognizing the importance of preserving forests in the fight against climate change, a comprehensive technical process known as Reducing Emissions from Deforestation and Forest Degradation (REDD+) was developed under the United Nations Framework Convention on Climate Change (UNFCCC). It aims to halt greenhouse gas emissions from deforestation and forest degradation in developing countries. Since its inception a decade ago, the UN-REDD Programme has been at the forefront of climate action by supporting country-led efforts to implement REDD+. It has been playing a transformative role in supporting 64 partner countries across Africa, Asia and the Pacific, and Latin America and the Caribbean. A partnership between FAO, UNDP and UN Environment, the Programme, in addition to providing technical assistance to respond to country needs, facilitates the identification, production and exchange of knowledge between developing forested countries.

Knowledge sharing across its 64 partner countries has been a key activity for the Programme. Driven by country demand, it has successfully facilitated South-South exchanges. Every year, several dozen knowledge-sharing events are facilitated, among them six South-South exchanges in 2017, ranging from two to 11 participating countries.

Technical experts from 11 Asia-Pacific countries convened in Nepal in April 2017 for a regional exchange on Forest Reference Levels, giving countries going through the UNFCCC technical assessment process the opportunity to benefit from the experience of those who had already completed it. Another regional Asia-Pacific knowledge exchange in October 2017 brought together ten partner countries to discuss issues related to REDD+ financing. The event also benefitted from inputs from Cote d'Ivoire and

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Ecuador, providing a platform for sharing knowledge and experience in REDD+ investment planning and associated resource mobilization.

An African regional knowledge exchange in September 2017 witnessed the participation of 22 forestry sector experts, civil society organizations and indigenous representatives from 11 partner countries in the region. The event provided a space for focused technical dialogue and sharing of experiences on how countries are navigating the transition from REDD+ readiness to implementation. As with all UN-REDD Programme South-South knowledge exchanges, the topic had been chosen by the countries themselves through a needs assessment survey.

In Latin America, the UN-REDD Programme supported the Virtual Centre of Excellence on Forest Monitoring to develop the work plan for South-South cooperation on forest monitoring, which has been agreed by ten countries based on a systemic evaluation of capacity gaps and knowledge needed to enhance their national forest monitoring systems. This follows a mandate of the Council of Ministers of the Mesoamerican Strategy for Environmental Sustainability.

**South-South and triangular cooperation helped in strengthening the sharing of knowledge and lessons learned among countries. Such exchanges have led to partnerships that have been translated into bilateral memorandums of understanding (MOUs).** For example, the UN-REDD Programme supported the partnership between Costa Rica and Cote d'Ivoire which aims at facilitating effective exchanges of technologies and best practices. The partnership was formalized through an MOU in 2017

between the Ministers of Environment of the respective countries. A three-year project was established with the objective of providing a cooperation framework for the scaling up of best practices and experiences, and ultimately strengthening knowledge hubs in Cote d'Ivoire and Costa Rica.

The combination of the Programme's in-country presence and well-established global reach allow for the scaling up of knowledge from local experiences to global lessons learned and best practices. The Programme supports countries by systematizing and aggregating the collection of know-how and converting and elevating local knowledge into lessons learned, best practices and success stories with global relevance, targeted to various audiences. In this way, the Programme also boosts the individual and collective impact of local knowledge and ensures South-South learning and cross-fertilization of ideas and approaches across countries.

Supported by the Programme's South-South knowledge-sharing and peer-learning activities, in 2017 Ecuador became the first partner to become eligible to receive results-based payments, Mexico launched the world's first fully operational safeguards information system, Sri Lanka developed a National Forest Inventory methodology, and Côte d'Ivoire developed its National REDD+ Strategy.

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**Project name:** UN-REDD Programme

**Countries/Regions:** 64 from all three regions (Africa, Asia and the Pacific, Latin America and the Caribbean)

**Nominated by:** United Nations Environment Programme (UN Environment)

**Sustainable Development Goal target(s):** 13.2., 13.3., 13.a, 15.1., 15.2., 15.3., 15.5., 15.9., 15.a, 15.b

**Supported by:** FAO, UNDP

**Implementing entities:** UN-REDD Programme

**Project status:** Ongoing

**Project period:** started 2008; current phase 2018–2020

**URL of the practice:** [www.un-redd.org](http://www.un-redd.org)



# Building Local Capacity in Applying Forensic Science to Human Rights Investigations

## Transferring expertise in forensic science to investigate and document human rights violations

### Challenge

Countries in various parts of the world need to cooperate across methods and techniques of different branches of science to investigate and record cases of political, ethnic and/or religious violence, particularly with regard to human rights violations.

An estimated 30,000 people disappeared during the Argentine military dictatorship (1976-1983). When democracy was restored, the country realized that it lacked a proper forensic system to investigate cases related to human rights violations and a system to conduct independent investigations. Furthermore, its relationships with the victims' families were weak. A strategy was thus needed to determine the whereabouts of the "disappeared" to enable the multidisciplinary use of forensic sciences in legal investigations.

### Towards a Solution

To address this challenge, the Argentine Forensic Anthropology Team (EAAF), a legally registered NGO, was created to provide a forensic alternative for the families of victims of enforced disappearance in the period 1974-1983. Since its inception in 1984, it has applied the methods and techniques of various branches of science to investigate and record cases of political, ethnic and/or religious violence in several parts of the world, particularly with regard to human rights violations. Over the last 34 years, EAAF has worked within the framework of the judicial system to exhume and analyse human remains to identify and return them to their loved ones, provide evidence to the courts and reconstruct our recent past.

Over the last 10 years, EAAF has also investigated femicides and crimes against migrants. In addition, for more than 25 years, within the framework of South-South cooperation, EAAF has trained public prosecutors, judges, lawyers, police officers, medical examiners, other forensic specialists and NGOs around the world that investigate cases involving violence, natural disasters, crimes against migrants and femicide. Additionally, since its creation, one of EAAF's goals has been to transfer the Argentine experience to other countries that have lived through similar processes of violence, particularly outside of Latin America.

EAAF collaborates with the Argentine Fund for South-South and Triangular Cooperation (FO.AR) and the General Directorate of International Cooperation (DGCIN) of the Ministry of Foreign Affairs and Worship of the Argentine Republic. This collaboration occurs within the framework of the technical assistance that Argentina provides to various countries in the world. The objective of FO.AR is to build capacity by exchanging knowledge, technologies and best practices and creating instruments that enable more dynamic development process via technical assistance provided in the context of international cooperation projects.



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Capacity-building in the South is compatible with Agenda 2030 and contributes to SDG 16 and SDG 17. The joint experience, which helped strengthen institutions that play a key role in the peacebuilding process, generates ideas for joint actions elsewhere in the region or the world that involve new applications of forensic genetics tools.

**Thanks to the strategic alliance between FO.AR and EAAF, the State and civil society, the following countries have benefited from a South-South cooperation model: Bolivia, Colombia, El Salvador, Guatemala, Kenya, Paraguay, Peru, South Africa, Thailand and Viet Nam.**

For example, local authorities in Viet Nam requested assistance to identify the remains of Vietnamese soldiers who died during the conflict with the United States in the 1960s and 70s. With the support of the Argentine embassy in Viet Nam and in coordination with the FO.AR, an initial diagnostic visit was conducted. At that time, working with the local authorities, a specific plan was defined, with objectives, activities, implementation indicators, expected results and impacts, and periodic evaluations.

Assistance and collaboration can also have an impact at the regional level, as in the example of the School of Forensic Sciences and Human Rights, which EAAF

created in South Africa in 2012, with the support of FO.AR. Approximately 15 African forensic specialists receive one month of training on applying forensic sciences to investigate human rights violations and share experiences, discussing common problems at the regional level. As a result, African experts are able to share knowledge and experiences, gather new expertise to apply in their own countries, and improve their abilities to investigate relevant areas.

This type of assistance, which is the result of 17 years of collaboration between the EAAF and FO.AR, has reached nearly 250 people in 25 countries in Latin America, Africa and Asia.

Another interesting aspect of this type of cooperation is that the relationships between the parties continue beyond the specific assistance, thereby creating new projects in the future.

This project has generated interest at the regional and local levels, as it is often one of the few options for those who want to improve the capacity of local forensic systems to improve services to victims of human rights violations and the administration of justice.

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**PROJECT NAME:** Building Local Capacity in Applying Forensic Science to Human Rights Investigations

**Countries/Regions:** Argentina, the Plurinational State of Bolivia, El Salvador, Guatemala, Kenya, Paraguay, South Africa, Thailand, Viet Nam

**NOMINATED BY:** General Directorate for International Cooperation – Ministry of Foreign Affairs and Worship - Republic of Argentina

**SUSTAINABLE DEVELOPMENT GOAL TARGET(S):** 16.1, 17.1, 17.9

**SUPPORTED BY:** Argentina Fund for South-South and Triangular Cooperation (FO.AR.) – General Directorate for International Cooperation – Ministry of Foreign Affairs and Worship

**IMPLEMENTING ENTITIES:** Argentine Forensic Anthropology Team (EAAF) – Republic of Argentina; African School of Humanitarian Forensic Action; State Prosecutor General - Institute of Forensic Investigation - Plurinational State of Bolivia; National Institute of Legal Medicine and Forensic Sciences – Republic of Colombia; Forensic Service – Republic of Kenya; Institute of Legal Medicine – Republic of El Salvador; General Directorate of Truth and Justice – Republic of Paraguay; Central Institute of Forensic Science – Kingdom of Thailand; Military Institute of Forensic Medicine and Bureau of National Devotees from Ministry of Labor, Invalids and Social Affairs - Socialist Republic of Viet Nam

**PROJECT STATUS:** Ongoing

**PROJECT PERIOD:** 2001-Present

**URL OF THE PRACTICE:** [www.eaaf.org](http://www.eaaf.org)



# TCV: An Innovation Measurement Tool to Improve Public Service Delivery

## Assessing public service innovation from the citizens' point of view

### Challenge

To ensure improved citizen access to public services, Bangladesh is implementing various innovations. They include simplifying the service delivery process, converting manual services to online and bringing services to the citizen's doorstep. In the preliminary stage of e-governance, Bangladesh was often unable to justify and measure the effectiveness of these simplified, digitalized and "doorstep" pilot innovations. At the early stage, when discussing innovation in the public service, civil servants and development practitioners were unclear about conceptualizing the "public service innovation". They could not even identify the indicators to be recorded and tracked in order to measure innovation in the public service. Thus, Bangladesh faced difficulties in deploying a suitable tool that would demystify innovation and put citizens at the centre of efforts to improve public service delivery.

### Towards a Solution

A time, cost and number of visits (TCV) measurement is a unique evaluation system of the Access to Information (a2i) programme to assess the current service system by measuring impact from the citizen's point of view. TCV helps to enhance efficiency across all government services and explores how to develop more user-friendly online services based on empirical evidence.

The term "TCV" is an acronym for three words that denote the three indicators of providing services: time, cost and (number of) visits required for an average citizen to access services. TCV research considers time in terms of travel time, waiting time and service processing time. Similarly, it considers costs such as travel, the government representative's time, service fees for assistance with applications, and communications costs such as mobile phone and Internet cost. The visit analysis considers the costs of visits for applications, follow-up or status update, and final delivery of service.

TCV research also explores the estimated and projected TCV savings for certain time periods. Estimated and projected TCV analysis is calculated based on average savings and the number of beneficiaries served or who will be served by the intervention within the defined time period. In addition to TCV analysis, beneficiaries' satisfaction, the underlying reasons, key change factors, utilization of surplus time and cost, challenges, lessons learned and sustainability of the intervention are explored.

TCV research is conducted primarily to understand the changes caused by shifting to online services. It focuses on TCV innovations in agriculture, health, education and other public service sectors, which help reduce frustration in obtaining particular services. This is a simple tool for generating evidence that is easy to understand, clear and transparent.



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To date, the a2i programme has conducted 102 TCV studies on simplified, digitalized and doorstep innovation services. Findings revealed that these 102 innovations reduced approximately 65 per cent of the time required, 66 per cent of the entire cost involved and 38 per cent of the visits needed. The TCV research justifies the effectiveness of these innovations.

TCV shows enormous potential for providing consumer-friendly services by assessing public services as well as recipients' satisfaction. It has become an indicator for measuring government services from the national perspective. The Government has become more proactive and eager to provide innovative services to citizens that will reduce consumers' TCV.

**TCV has become a results management tool for measuring research, knowledge and innovation. Reducing TCV has now become the byword for innovation within the Bangladesh Government.** Reducing citizens' TCV to access public information and services places citizens at the centre and offers simple parameters to measure and communicate efforts to improve public services and their delivery

systems. TCV research allows the Government to promote its activities, which in turn encourages the Government to provide more citizen-focused services. TCV measurement helps the Government decide whether to scale up this innovation and stimulates it to implement more online or automation projects.

Other developing countries can use TCV research to carry out innovation in their public services. In December 2017, Bangladesh shared the experiences of these innovations in the South-South international workshop organized in Dhaka, Bangladesh. The TCV model was appreciated by the participating countries.

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**Project name:** Time, Cost and Visit (TCV)

**Countries/Regions:** Bangladesh

**Nominated by:** Government of Bangladesh

**Sustainable Development Goal target(s):** 16.6

**Supported by:** Government of Bangladesh, UNDP and USAID

**Implementing entities:** Access to Information (a2i) Programme, ICT Division, Bangladesh

**Project status:** Ongoing

**Project period:** April 2012 – Present

**URL of the practice:** [goo.gl/bKtbcF](http://goo.gl/bKtbcF)



# The National Institute for Coordinating Ablation and Organ Transplants

## Building and strengthening organ donation and transplant systems

### Challenge

Many countries in Latin America lack both donation and transplant systems that are fully installed and functioning and donation policies that cover all procedures. This could place both organ patients and donors at risk and such a situation is due primarily to the costs associated with such procedures and the country's level of technical capacity.

### Towards a Solution

The Argentine National Institute for Coordinating Ablation and Organ Transplants (INCUCAI) leads, regulates, coordinates and supervises the donation and transplant activities of organs, tissues and cells. It also promotes, regulates and coordinates the procurement and transplantation of organs, tissues and cells at the national level, guaranteeing transparency, equity and quality. The Institute aims to build a system embedded in the health structure that can respond to the multiple demands of transplants, supported by the community's trust and positive attitude towards donation.

The cooperative actions developed by this institution of excellence address the goals of SDG 3: "Ensure a healthy life and promote well-being for all at all ages." These actions facilitate access to quality essential health services, while also encouraging alliances among the region's institutions, which is also a goal of SDG 17.

For over 25 years, the Argentina Fund for South-South and Triangular Cooperation (FO.AR), under the aegis of the General Directorate for International Cooperation of the Ministry of International Affairs and Worship, has established and sustained development partnerships. It is supporting INCUCAI in order to share its experiences with donation and transplant agencies in Bolivia, Costa Rica, Paraguay and Peru, which were interested in developing bilateral cooperation projects to improve their national systems.

Its purpose is to build capacity through the exchange of knowledge, technologies and best practices and to create instruments that enable more dynamic development processes via technical assistance provided in the context of international cooperation projects.

By designating INCUCAI as a Pan American Health Organization (PAHO)/WHO Collaborating Center, this institution has become the centre of reference in the region and the third in the world (the other two are in Italy and Spain). With the support of FO.AR, the INCUCAI cooperates with countries in the region, including by:

- strengthening implementation of the institutional management model, which involves a regulatory reorganization of the clinical and administrative management for donation and transplantation processes;



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- providing tools to enable the health authorities in the countries referred to with a view to establishing the legal and ethical schemes for developing donation and transplantation processes based on harmonized criteria;
- exchanging experiences with regulatory frameworks that guarantee a single waiting list for national transplantation and registration;
- conducting capacity transfer with the institutions to improve management practices for and attention to the donation and transplantation of organs, tissues and cells, including early diagnosis of encephalic death and cadaveric preservation, and in procuring, preserving and distributing musculoskeletal tissue; and,
- offering training to health personnel in improved administrative and clinical practices to implement a unique histocompatibility laboratory and serum supply to support institutional donation and the transplantation network.

With support from FO.AR, INCUCAI has collaborated to offer professional training to approximately 300 people in the region. In addition, **as a result of cooperation with INCUCAI, the National Registry of Donors of Hematopoietic Progenitor/Stem Cells (CPH ) was created in Peru. It maintains a list of candidates willing to donate cells for use in transplantation. In Paraguay, the waiting list and criteria for organ distribution were developed through the project with FO.AR.**

INCUCAI has made progress in preparing training materials, which are available on its website. A free access online course, which is being developed jointly with PAHO/WHO, will be available at the OPS Virtual Campus: <https://www.campusvirtualsp.org/>.

In summary, South-South cooperation actions, promoted by the FO.AR, can strengthen ties of reciprocity within the entire region in terms of donation and transplantation. This has facilitated dialogue among the institutions involved and exchanges on successful management models, positioning this issue on the ministries' agendas (always in keeping with bioethical principles of equity, quality and transparency) and facilitating the improvement of transplantation indicators in the region's countries. The expertise provided has been used to develop regulations and policies in this area. The Ibero-American Network/Council of Donation and Transplant Network/Council (RCIDT), with Spain as its chair and Argentina as vice-chair, also develops recommendations that serve as the basis for drafting regulations in the region. The replicability and impact of this good practice depends significantly on the priority that the country's agenda assigns to donation and transplantation.

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**PROJECT NAME:** The National Institute for Coordinating Ablation and Organ Transplants (INCUCAI)

**Countries/Regions:** Argentina, the Plurinational State of Bolivia, Costa Rica, Paraguay, Peru

**NOMINATED BY:** General Directorate for International Cooperation – Ministry of Foreign Affairs and Worship of the Republic of Argentina

**SUSTAINABLE DEVELOPMENT GOAL TARGET(S):** 3.8, 17.9

**SUPPORTED BY:** Argentina Fund for South-South and Triangular Cooperation (FO.AR.)-General Directorate for International Cooperation – Ministry of Foreign Affairs and Worship

**IMPLEMENTING ENTITIES:** INCUCAI – Ministry of Health – Republic of Argentina; Ministry of Health – the Plurinational State of Bolivia; Caja Costarricense de Seguro Social – Costa Rica; National Institut of Ablation and Transplantation - Republic of Paraguay; Ministry of Health - Republic of Peru

**PROJECT STATUS:** Ongoing

**PROJECT PERIOD:** 2018- Present

**URL OF THE PRACTICE:** [goo.gl/Y9KpwY](https://goo.gl/Y9KpwY)



# SDG Tracker

## Bangladesh's online tool for monitoring indicator progress towards achieving the SDGs

### Challenge

Without quality data, it is almost impossible to provide the right information at the right time and to design, monitor and evaluate policies. For a government to plan and monitor the impact of its policies, it must be able to benchmark data and see year-on-year progress. The scope of the 2030 Agenda requires high-quality disaggregated data that are timely, open, accessible, understandable and easy to use. Until recently, however, Bangladesh did not have an online tracking system and data repository to monitor progress toward achieving the SDGs. Data produced by various agencies were maintained in different silos and were not integrated. As a result, assembling the data manually and using them in policy decisions posed major challenges. Against this background, there was a crucial need for a monitoring tool to track SDG progress. The SDG Tracker is the answer to this need.

### Towards a Solution

The SDG Tracker is a simple but powerful tool developed by the Access to Information (a2i) Programme of the Government of Bangladesh for comprehensive target setting and progress tracking of each SDG, indicator by indicator. It is an online measurement and analytics platform that takes advantage of the massive data revolution. The SDG Tracker is aimed at creating a data repository to monitor implementation of the SDGs. This makes it possible to strengthen the timely collection of data and improve situation analysis and performance monitoring for achieving the SDGs, as well as other national development goals. The cost of developing this tracker was approximately USD 62,000. An additional USD 50,000 was allocated to maintain it for the 2018–2020 period. When this period expires, the maintenance contract will be extended accordingly. This system is maintained by a2i.

The SDG Tracker collects data electronically from various data sources, taking into consideration different geographical areas. Collected data are processed in the system to visualize the status and progress of the SDGs through multiple visualization and reporting schemes. Thus, it supports tracking of each target and indicator against the milestones set to achieve them within a stipulated time period.

The innovative design of the Tracker allows it to be customized to any language and any country. In addition to the SDGs, it can also track the progress of other development agenda aligned with the SDGs. Thus, it is easily replicable and can save valuable time and resources for other countries to develop their trackers, especially those of the global South. **Knowledge-sharing on this Tracker is underway in 11 countries of the global South under South-South cooperation: Bhutan, Ecuador, Fiji, Malawi, the Maldives, Paraguay, Peru, the Philippines, Somalia, Tunisia, and Uganda.**



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The SDG Tracker can be adjusted to each development context and set of challenges faced. Supporting partnerships, the availability of quality data and analysis, and accountability are themes that are crucial to successful implementation. Therefore, it has the potential to play a crucial role in facilitating the formulation of more informed policies and guiding resource allocation as well as decision-making across the Global South.

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**Project name:** SDG Tracker of Bangladesh

**Countries/Regions:** Bangladesh

**Nominated by:** Government of Bangladesh

**Sustainable Development Goal target(s):** 17.18, 17.19

**Supported by:** Government of Bangladesh, UNDP and USAID

**Implementing entities:** Access to Information (a2i) Programme, ICT Division, Bangladesh

**Project status:** Ongoing

**Project period:** First phase: 2016–2018

**URL of the practice:** [www.sdg.gov.bd](http://www.sdg.gov.bd)





# China South-South Development Centre

## Sharing Southern knowledge through capacity development and providing small grants

### Challenge

The increasing economic and technical capacities of the South and the emergence of a growing group of Southern countries, such as Brazil, China, India, South Africa and the Gulf countries, as influential stakeholders in international economic relations have created important opportunities for South-South development cooperation as a complement to North-South cooperation.

China, as a large developing country with a great deal of development experience, has always been a champion and staunch supporter of South-South cooperation. Yet, despite this commitment, stakeholders in the Chinese Government recognize that the full potential to share Chinese knowledge and experiences with the world, and to bring Southern solutions to China, has not yet been realized. For example, most SSC activities in China are still carried out on a bilateral basis led by the Government with minimal participation of the private sector. Like many South-South initiatives, funds mobilization and utilization efficiency are limited.

### Towards a Solution

The China South-South Development Centre (SSDC), with its secretariat in Beijing, was established in 2008 to address some of these limitations. It is a partnership between the China International Centre for Economic and Technical Exchanges (CICETE), under the aegis of the Ministry of Commerce of China, and the United Nations Office for South-South Cooperation (UNOSSC). The overall mission of SSDC is to promote successful SSC experiences and practices and build development capacity in the global South. It is comprised of a network of almost 30 Centres of Excellence based in China.

The SSDC was designed to:

- Build robust partnerships among national stakeholders, including the private sector, to maximize the potential of SSC resources in China.
- Facilitate the sharing of information and experiences within China and between China and other countries of the South.
- Establish a roster of South-South cooperation experts.
- Provide international exposure to Chinese small and medium-sized enterprises (SMEs) through participation in South-South cooperation activities.
- Increase the number of triangular and public-private partnership (PPP) projects.
- Provide small-scale catalytic financing to concrete cooperation activities.

Since its establishment, SSDC has promoted economic and technical exchanges among developing countries through training, workshops and a small grants programme. The secretariat also produces knowledge on South-South cooperation including the China Development Report on South-South Cooperation, which presents systematic



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research on China's South-South cooperation on trade, investment and foreign aid; analyses the impact of China's South-South cooperation; and identifies real challenges and proposed solutions.

**To date, there have been 18 small grants programmes under SSDC, covering a variety of themes including agriculture, forestry, energy, cultural exchanges and informatization. These programmes have benefitted developing countries including Cambodia, Ethiopia, Kenya, Liberia, Myanmar, South Africa, Sri Lanka, Sudan, Tanzania, Vanuatu and Viet Nam.** Some examples of the small grants include:

- Sino-Kenya small-scale demonstration project on solar PV systems and solar water heating systems;
- International cooperation of city ICT application promotion for the developing countries;
- Affordable housing technology for developing countries;
- Technology transfer package for commissioning an environmentally friendly pesticide formulation plant in Sudan;
- Increased research on development, application and efficiency of energy-efficient walling systems tailored to Cambodia and Viet Nam;
- Promoting Africa's broadcast television dubbing skills; and
- Value-added bamboo processing development in Vanuatu.

SSDC assigns great importance to practical cooperation among developing countries. By facilitating experience exchange and technical capacity development workshops, SSDC is building the capacity of partners in other countries, who can then pass this knowledge on to peers and colleagues. To promote sustainability, all partners who receive SSDC small grants are required to at least match dollar-to-dollar funding from parallel resources.

SSDC is currently undergoing a 10-year evaluation. The outcome of this evaluation will be used to scope the next phase of the project, including how to best link SSDC to the 2030 Agenda for Sustainable Development, the Belt and Road Initiative championed by China, and other development frameworks.

Given the wide thematic scope of SSDC, the project has contributed to a number of SDGs. SSDC has directly contributed to SDG 6 (clean water and sanitation), SDG 7 (affordable and clean energy); SDGs 8 (decent work and economic growth), SDG 9 (industry, innovation and infrastructure), SDG 11 (sustainable cities and communities), SDG 13 (climate action) and SDG 17 (partnerships for the goals).

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**Project name:** China South-South Development Centre

**Countries/Regions:** Global

**Nominated by:** China International Centre for Economic and Technical Exchanges (CICETE), UNOSSC

**Sustainable Development Goal target(s):** 6.7, 7.4, 8.2, 9.1, 11.1, 13.1, 17.6, 17.9

**Supported by:** UNOSSC

**Implementing entities:** CICETE

**Project status:** Ongoing

**Project period:** 2008–2018

# Promoting and Integrating Small and Medium-sized Enterprises from Guatemala and Honduras through the ANTAD.biz Platform



## Enhancing competitiveness of SMEs in Guatemala and Honduras

### Challenge

The challenge was to integrate small and medium-sized enterprises (SMEs) in Guatemala and Honduras as new suppliers for commercial chains and to boost their competitiveness in the retail sector supply chain. This would be achieved by replicating the platform developed by ANTAD, a retailers' association, while increasing their commitment to sustainable production and consumption. In addition, the project faced the challenge of convincing small producers to adopt clean practices, which at times require important initial investments, but in the long term are offset by lower energy costs and better brand recognition.

### Towards a Solution

To address this challenge, the ANTAD.biz Platform project and its environmental component, supported by the Mexican Agency for International Development Cooperation (AMEXCID), sought to contribute to the development of new suppliers for commercial chains. Additionally, its goal was to increase competitiveness in the retail sector supply chain by transferring the platform developed by the ANTAD to SMEs in Guatemala and Honduras. The project was fully aligned with the development policies and objectives of the ministries, chambers and SMEs of the recipient partners.

The platform project included an environmental self-analysis divided into three thematic components: a legal framework on environmental protection; practices for more efficient operations; and the systematization of environmental practices and certifications.

One of the pressing challenges that the initiative faced was coordinating a relatively large number of stakeholders in three partner countries with the beneficiaries, facilitated by Germany and Mexico. Another challenge was related to the limited time period set by the German Society for International Cooperation (GIZ) in each country office (Guatemala, Honduras, and Mexico) to carry out the financial management activities due to its internal policies, standards and administrative procedures. However, all partners committed to engage in joint learning and promote horizontal governance through bi-monthly meetings and planning workshops. Additionally, an important element of the project's success was the leading role of the private sector, particularly ANTAD, during both the negotiation and implementation phases.

The project provided incentives for SMEs in Guatemala and Honduras to operate in an environmentally sound fashion and thereby contribute to sustainable economic development. **The ANTAD.biz platform made it possible to increase the competitiveness of SME suppliers in Guatemala and Honduras by incorporating best practices in environmental sustainability.** Similarly, the platform promoted knowledge transfer, capacity-building among the chambers of commerce, and the establishment of business links with buyers of commercial chains in Mexico. As a result, 508 companies were registered in the platform; of those, 367 participated in



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an environmental analysis. Training was provided to 40 companies in Honduras, particularly SMEs, on business practices and sustainability in order to promote them in the retail sector.

Guatemalan and Honduran suppliers reported 180 potential business links. These suppliers are being monitored to see how many of them will realize concrete business opportunities from these links. A total of 17 companies from both countries have participated as exhibitors in the Expo ANTAD & Alimentaria in 2017 and 2018.

Due to the positive results, a second phase of the project has been approved for 2018. Its implementation phase is already underway and will conclude in mid-2019. The objective of the second phase is to consolidate the ANTAD.biz platform and its environmental component in Guatemala and Honduras by expanding and diversifying companies in regions and sectors, as well as implementing financial sustainability strategies.

Moreover, the environmental component will shift from an exclusively environmental perspective to a comprehensive sustainability one, in alignment with the 2030 Agenda for Sustainable Development. Furthermore, the second phase will also seek to develop local capacities by training buyers and suppliers in topics such as sustainable trade and the integration of suppliers into the retail sector supply chain.

The initiative received strong support from the private sector because it was in line with their business interests and model, which is essential to replicate the project in other areas and ensure its sustainability.

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**Project name:** Promotion and Integration of SMEs Suppliers through the ANTAD.biz Platform

**Countries/Regions:** Germany, Guatemala, Honduras, Mexico

**Nominated by:** Mexico

**Sustainable Development Goal target(s):** 12.5, 12.6, 12.8, 17.3, 17.11

**Supported by:** Mexican Agency for International Development Cooperation (AMEXCID) and Germany: GIZ, BMZ and COPLAN

**Implementing entities:** Business Coordinating Council (CCE), Mexican Association of Self-Service and Department Stores (ANTAD), Chamber of Industry of Guatemala (CIG), Honduran Council of Private Enterprise (COHEP), Chamber of Commerce and Industry of Tegucigalpa (CCIT) and the Chamber of Commerce and Industry of Cortes (CCIC)

**Project status:** Completed

**Project period:** 2015–2017

**URL of the practice:** [goo.gl/vXQvuR](http://goo.gl/vXQvuR)



# Health Diplomacy in the Context of South American Integration

## A virtual course aimed at strengthening the capacities in health diplomacy within Ministries of Health

### Challenge

The term “global health diplomacy” aims to capture the multi-level and multi-actor negotiation that shapes and manages the global policy environment for health.<sup>1</sup> In this regard, officials who work in the international relations area of Ministries of Health act as diplomats, representing their countries at multilateral fora in the health area. Despite their practical experience, many of them lack theoretical knowledge on health diplomacy and health governance. The course was planned to contribute to consolidating their capacities in health diplomacy and to support the development of projects aimed at strengthening regional integration in South America.

### Towards a Solution

The South American Institute of Government in Health (ISAGS) is a public, intergovernmental organization linked to the Health Council of the Union of South American Nations (UNASUR). As a centre for high-level studies and public policy debate, its actions contribute to the development of governance and leadership in health in the countries of South America.

To achieve its objectives, ISAGS identifies needs, develops programmes and supports the training of human resources and strategic leadership in the health area, in coordination with national and international organizations.

To address the above challenge, ISAGS developed the virtual course, Health Diplomacy in the Context of South American integration, jointly with the Centre for International Relations of the Osvaldo Cruz Foundation (CRIS/FIOCRUZ) of Brazil and the Latin American University for Social Sciences (FLACSO Argentina) of Argentina. This course was proposed within the framework of the 2017 ISAGS annual operating plan, in response to a request from the Network of International Health Offices of UNASUR (REDSSUR ORIS).

The objectives of the course were to contribute to strengthening the capacities of the technical teams of the international relations offices of the Ministries of Health of UNASUR Member Countries and to convey the relevance of these offices as a tool of international relations in health. In addition, the course helped to validate ISAGS as a facilitator of health diplomacy in the region. In addition to technical capacity-building, the course helped to strengthen the construction of a South American identity based on a vision of the universal right to health.

The course methodology included: 21 recorded videos, released every week; live sessions at the end of each module (groups in Spanish and in English); a virtual forum;



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<sup>1</sup> Kickbusch, Silberschmidt and Buss, 2007.

the production of two individual essays; and a final group project, which should be a feasible cooperation project involving at least four countries and ISAGS. ISAGS used the Moodle platform, adapted according to the needs of this course. Participant selection was at the discretion of each international relations office of the 12 South American Ministries of Health. Therefore, each Minister sent ISAGS a list of its five staff members who would take part in the course; accordingly, the participants ranged from technical assistants to directors and vice-ministers.

The course is an example of working to achieve SDG 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development), target 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 SDGs in all countries, in particular developing ones.

**Sixty people from the Ministries of Health and of Foreign Affairs of 12 countries registered for the course.** The participants presented 10 final projects, including proposals for technical cooperation among

countries in various health areas, migration, drug procurement, influenza surveillance, food labelling, social inclusion, ethnicity, rational use of medicines, health along the borders, health promotion and access to high priced medicines. Some countries, together with ISAGS, the Andean Health Organization (Organismo Andino de Salud – Convenio Hipólito Unanue, ORAS-CONHU) and the Pan American Health Organization (PAHO), are evaluating the feasibility of implementing one of the projects, which proposes the creation of a regional observatory on migration and health.

The initiative is replicable, since all videos recorded are available for interested groups through ISAGS' website. ISAGS is working on a shorter version of the course to be broadcast online.

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**Project name:** Virtual Course on Health Diplomacy in the context of South American integration

**Countries/Regions:** Argentina, the Plurinational State of Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname, Uruguay, the Bolivarian Republic of Venezuela

**Nominated by:** ISAGS UNASUR

**Sustainable Development Goal target(s):** 17.16

**Supported by:** ISAGS-UNASUR, Centre for International Relations in Health of the Oswaldo Cruz Foundation (CRIS/ FIOCUZ) of Brazil and Latin American University of Social Sciences of Argentina (FLACSO Argentina)

**Implementing entities:** ISAGS-UNASUR, Centre for International Relations in Health of Oswaldo Cruz Foundation (CRIS/ FIOCUZ), and Latin American University of Social Sciences of Argentina (FLACSO Argentina)

**Project status:** Completed

**Project period:** August–December 2017

**URL of the practice:** <http://isags-unasur.org/en/courses>

# United Nations Special Programme for the Economies of Central Asia (SPECA): Sub-regional cooperation to achieve 2030 Agenda for Sustainable Development

17 PARTNERSHIPS FOR THE GOALS



Building sub-regional cooperation among the landlocked countries of Central Asia to respond to the challenges of sustainable development

## Challenge

SPECA countries declared their commitment to achieving the SDGs, yet the region faces serious sustainable development challenges. The exclusive focus of the countries' economies and exports on a limited number of commodities (primarily hydrocarbons) poses serious problems for sustainable development, creation of decent jobs and environmental protection. Over the years, SPECA has proved its comparative advantage as a sub-regional platform to tackle existing challenges to sustainable development, such as improving connectivity, transboundary management of natural resources and border management to facilitate trade and mainstreaming innovation into strategies and policy documents. The participating countries established it in order to address crucial issues of regional cooperation, drawing on international legal instruments, norms, standards and recommendations offered by the two Regional Commissions.

## Towards a Solution

The United Nations launched SPECA in 1998 at the countries' initiative to strengthen sub-regional cooperation in Central Asia and integrate it into the world economy. The Programme's activities combine technical assistance and capacity building with high-level, cross-sector, inter-ministerial policy discussions and regular dialogue among the policy, business and research communities. The SPECA participating countries consider the Programme to be very important and a unique instrument that brings them together to identify joint solutions. In 2018, the Government of Kazakhstan described SPECA as "the only entity that includes only the countries of Central Asia... providing solid possibilities for Central Asian countries to solve problems."

In 2015, after adoption of the 2030 Agenda, the SPECA Governing Council decided that the Programme would become a platform for sub-regional cooperation for implementation of the SDGs. In 2016, the six SPECA working groups mapped their interventions, priorities and needs of SPECA participant countries against the SDGs, which found as follows:

- Working Group on Water, Energy and the Environment contributes to SDG 6, 7 and 12;
- Working Group on Sustainable Transport contributes to SDGs 3, 9, and 11;
- Working Group on Trade contributes to SDG 17,
- Working Group on Knowledge-Based Development contributes to SDGs 8, 9, and 13;
- Working Group on Gender and Economy contributes to SDGs 5 and 8; and
- Working Group on Statistics to support SDG monitoring contributes to SDG 17.

The results of the SPECA Working Groups demonstrates SPECA's success as a sub-regional platform to support SDG implementation.



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The Working Group on Trade developed a set of principles for trade aligned to the SDGs and offered them to the governments of the SPECA countries for inclusion in their national sustainable development plans. Assessments of the readiness of Azerbaijan and Kazakhstan to implement the WTO Trade Facilitation Agreements, which were used in both countries in their negotiations in the WTO (SDG 17.10), and the inclusion of Kazakhstan and Kyrgyzstan in the UNCTAD global database on Non-Tariff-Measures (TRAINS), became best practices. The SPECA Working Group on Knowledge-based Development has enabled the sharing of best practices and peer review of policy recommendations made to national authorities of countries that undertake innovation performance reviews<sup>1</sup>. To build on the strong progress to date, it was decided at the 2017 SPECA Economic Forum and Governing Council (Dushanbe, 5-6 December 2017) to develop a regional strategy on innovation for achieving the SDGs.

The Working Group on Water, energy and environment, which focuses on developing national legal and institutional frameworks for dam safety in Kyrgyzstan and Tajikistan, helped lead to the establishment of a new safety monitoring system on the Ortotokoy dam in Kyrgyzstan. At the sub-regional level, a model for national regulation for the establishment of a cadastre for hydro-technical installations was produced.

Thanks to successful transboundary cooperation in the Chu and Talas River Basins, Kazakhstan and Kyrgyzstan share the waters of the Chu and Talas rivers for irrigation and hydropower generation. The facilities for regulating these rivers (dams, water reservoirs and canals) are located upstream in Kyrgyzstan, while Kazakhstan depends on their operation and proper maintenance. The Chu-Talas Water Commission (CTWC) aims to achieve equitable sharing and use of water

resources in the Chu and Talas River Basins in response to climate change, which affects water resources in the region. The two countries developed a Transboundary Diagnostic Analysis (TDA) and a Strategic Action Programme (SAP), approved by both governments and supported by UNDP and UNECE under the GEF project, Enabling Transboundary Cooperation and Integrated Water Resources Management in the Chu and Talas River Basins (2015-2018). **CTWC activities benefited all of Central Asia by enabling successful bilateral cooperation on transboundary water resources. As a region-wide innovation, the collaborative approach with two Central Asian countries that exercise full local ownership of the TDA and SAP has obtained a commitment from the highest level** - the Intergovernmental Council of Kazakhstan and Kyrgyzstan, led by the prime ministers of the two countries. The successful implementation of the SAP in the Chu and Talas River Basins has generated interest in replicating it both within and outside the SPECA region.

The SPECA experience is replicable in other regions and river basins, where neighbouring or riparian countries recognize the benefits of transboundary cooperation and the shared need to establish rules for water management while also building political will for a joint programme and a legal tool to manage the water resources together.

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**Project name:** United Nations Special Programme for the Economies of Central Asia (SPECA): sub-regional cooperation to achieve the 2030 Agenda for Sustainable Development.

**Countries/Regions:** Afghanistan, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

**Nominated by:** UNECE

**Sustainable Development Goal target(s):** 3.6, 3.9, 6.5, 7.1, 7.2, 7.3, 7a, 7b, 8.2, 8.3, 9.1, 9.4, 9.5, 9b, 9c, 11.2, 12.2, 12.3, 12a, 13.1, 13.2, 13.3, 17.10, 17.11, 17.18, 17.19

**Supported by:** UNECE and UNESCAP

**Implementing entities:** UNECE and UNESCAP

**Project status:** Ongoing

**Project period:** 1998 - 2019

**URL of the practice:** [goo.gl/GFC8fa](http://goo.gl/GFC8fa); [goo.gl/tNbWq7](http://goo.gl/tNbWq7)





# Asia-Pacific Research and Training Network on Trade – ARTNeT

An open network to build capacity in evidence-based trade, investment and related policies

## Challenge

International trade has long been recognized as an effective engine of growth and development and has contributed to lifting hundreds of millions out of poverty in the Asia-Pacific region over the past two decades. Yet not everyone has benefitted equally, and Asia-Pacific developing countries face challenges in tapping the potential of international trade and investment to achieve the SDGs. To overcome these challenges, applied research on trade and investment is essential, for example to identify priority sectors, formulate promotion strategies, assess past initiatives and propose appropriate policies to be incorporated into national sustainable development strategies. However, research capacity to support evidence-based policymaking in developing countries is limited and communication among researchers, analysts and policymakers remains weak and ineffective. Both result in a lack of integration of trade and investment policies in national development strategies, leading trade and investment to make a suboptimal contribution to sustainable development.

## Towards a Solution

The Asia-Pacific Research and Training Network on Trade (ARTNeT) was set up by the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) in 2005 to increase the quality and quantity of relevant research in the region in the areas of trade, investment, integration and development. It aimed to achieve these objectives by more effectively harnessing the available research capacity and developing additional capabilities to build trade and investment as key means to implement SDG 17. ARTNeT operates under three pillars: (i) producing demand-driven and home-grown research on trade-related policy issues; (ii) building research capacity of institutions in least-developed countries; and (iii) disseminating knowledge and information to key stakeholders and facilitating interaction among them. ESCAP provides the Secretariat and online platform for the network.

**Since its establishment, ARTNeT has facilitated partnerships among developing countries in terms of pursuing shared capacity development objectives and broker scalable solutions and analyses to developing countries where they are most needed and also to enable the harmonization of trade and investment policies to enhance regional competitiveness.** ARTNeT takes an innovative approach to fostering South-South and triangular cooperation. By gathering research capacity within and beyond the region, ARTNeT incubates joint policy research projects in an efficient and effective way. For example, a recent project, Supporting Equitable Economic Development in the Association of South-East Asian Nations (ASEAN), brought officials and researchers from these countries together to conduct collaborative research. The results will contribute to managing the use and assessing the impact of non-tariff measures, as well as geographic impact, in the context of



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effective and development-oriented response in trade policy areas. By promoting equitable economic development in ASEAN, ARTNeT helped build strong institutions, narrow development gaps, and further contribute to sustainable growth in the region.

ARTNeT initiates its research programme based on a participatory process. The ARTNeT Secretariat surveys its members on relevant topics, including prioritization of research issues and communication methods. Thematic multi-stakeholder consultative meetings are held periodically to provide research institutions and policymakers with an opportunity to share information, data and ideas, review and refine research findings, and examine recommendations. The results from consultative meetings were used in four phases of the research programme. During phase I, ARTNeT research focused on trade facilitation beyond the negotiations, including customs valuation and implementation of related World Trade Organization (WTO) agreements. Phase II focused on policy coherence, multilateral trade liberalization and regional integration. Phase III focused on drivers of competitiveness and strategies for economic diversification for developing countries. In phase IV, the research priority was to support equitable economic development. Through cross-learning and cross-fertilization of ideas, ARTNeT maintained its centrality in policy advocacy in Asia-Pacific.

Technical assistance and capacity building are at the heart of ARTNeT's work, ensuring the assimilation and long-term sustainability of quality policy research. To date, more than 110 workshops and training sessions have been organized for researchers and policymakers, particularly from least-developed countries. Since 2014, ARTNeT has collaborated with its institutional members, including India's Centre for WTO Studies, to train senior policymakers and researchers in Myanmar. The training built in-house capacity for formulating trade policy in the context of WTO obligations. Similarly, in collaboration with Thailand's International Institute for Trade and Development (ITD), ARTNeT designed and delivered a series of capacity-building sessions on trade negotiations for officials from low-income countries in the region. The workshops enhanced

government officials' trade negotiation skills and techniques and created a network of trade negotiators for exchanging views and experiences.

ARTNeT research and training are demand-driven and forward-looking. ARTNeT projects lead to the formulation of development strategies that enhance the competitiveness of developing countries, including economic diversification, structural transformation, infrastructure and services (relevant for targets under SDGs 3, 5, 8, 9, 10 and 17). For example, in 2017, ARTNeT, in collaboration with ITD and the Ministry of Commerce of Thailand, organized the course, E-commerce and Emerging Digital Trade Agenda, for officials from least-developed countries. The training contributed to the development of foundation-level competencies on e-commerce policy research and design, including how to promote e-commerce for small and medium-sized enterprises (SMEs) and start-ups.

The outreach of ARTNeT extends beyond the region. Connecting over 1,500 researchers, policymakers and other stakeholders, as well as over 70 institutional members across 23 countries, ARTNeT fosters South-South and triangular cooperation on intellectual exchange and inspires international solidarity in efforts to address obstacles in achieving the 2030 Agenda for Sustainable Development. By providing its Secretariat to the network as part of its trade and investment work programme, ESCAP has helped guarantee the sustainability of project impact. Sustainability is underpinned by the availability of an online platform ([artnet.unescap.org](http://artnet.unescap.org)) that provides free access to knowledge products and resources and fosters interactive exchange among members and non-members. Thanks to its effective operation, ARTNeT was included in the 2016 and 2017 Global Go To Think Tank Index reports, published by the Think Tank and Civil Societies Program of the University of Pennsylvania.

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**Project name:** Asia-Pacific Research and Training Network on Trade (ARTNeT)

**Countries/Regions:** Asia and the Pacific region

**Nominated by:** UNESCAP

**Sustainable Development Goal target(s):** Most targets under goals 3, 5, 8, 9, 10, 17

**Supported by:** Trade, Investment Innovation Division (TIID) of UNESCAP

**Implementing entities:** UNESCAP, TIID through the ARTNeT Secretariat

**Project status:** Ongoing

**Project period:** 2005 – Present

**URL of the practice:** <https://artnet.unescap.org>



# Myanmar Population and Housing Census

## South-South cooperation: towards a common goal of obtaining high-quality data for development

### Challenge

Lack of comprehensive population data at the national and subnational levels over more than three decades has hampered the formulation, implementation, monitoring and evaluation of programmes in Myanmar and the ability to track the progress of development goals such as the MDGs and the SDGs.

This has not only created a gap in statistical data but has greatly affected the Government's ability to implement an enormous data collection activity. Most of the technical staff involved in the 1983 census no longer work with the Government. Consequently, the 2014 Myanmar Population and Housing Census implementation was beset with challenges in all aspects: planning, logistics, financial, publicity/awareness and technical (questionnaire design, training, data processing, analysis, and data dissemination). Myanmar had to seek technical assistance from census experts in the region to ensure the success of its census and to meet international standards.

### Towards a Solution

While several countries have conducted a population census at least three times in three decades and some even six times, including the mid-decade/intercensal survey, Myanmar has conducted only one such census during this period due to internal conflicts. Without data, the country's development efforts cannot succeed. Leaving no one behind, with an emphasis on addressing the needs of specific groups within a population, including the most vulnerable, which is the overarching principle of the 2030 Agenda, will not be viable without reliable data on which to base the plans, programmes, targets and commitments made in the SDGs.

As part of overall efforts to ensure that the 2014 Myanmar Census met international standards on data quality, the South-South cooperation modality was adopted to tap into international expertise and increase the technical skill requirements of the census. South-South cooperation, facilitated by the United Nations Population Fund (UNFPA) Country Office, enabled technical exchanges between the Department of Population (DoP) and national statistical offices in the region.

Through this modality, several technical assistance arrangements were put in place, including: (i) capacity- building on training methodology and development of training guidelines, with enumerator's and supervisor's manuals by international consultants from India and Australia; (ii) study tours by DoP staff to India and Thailand; (iii) opportunities for the DoP to conduct in-house reviews of the census experiences from Cambodia and Democratic Republic of Korea; (iv) regional training on the Census and Survey Processing System (CSPro) hosted in Myanmar, funded by UNFPA, with participants from DoP and four countries in the region; (v) sharing of Myanmar census experiences in planning, technical, and managerial approaches for the Egypt, Haiti,



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and Pakistan population census; and (vi) creation of the International Advisory Board for the Myanmar Census, which included experts from Australia, China, India, Japan, Republic of Korea, Singapore, Switzerland, and the United States of America (a variety of officials from statistics offices, university professors and independent consultants), which was a venue for providing assistance and a forum for discussion on technical, political, management, administrative, and all other aspects of the census.

**The innovative approach taken to conduct the training ensured quality training for 128,000 census workers. DoP staff were very well informed on how to properly administer a four-layer training to ensure uniform delivery throughout the 413 townships, 74 districts and 15 states/regions in the country.** A training guide for trainers was developed, which contributed to effective training, a vital component for ensuring successful census operations. This training approach was replicated by the DoP when the census data were disseminated in about 400 townships in the country. Participants were able to assess the importance of census data in planning, programme development and project monitoring, especially at the subnational level.

The study tours by 10 DoP staff to the Registrar General and Census Commissioner of India and six staff to the National Statistical Office of Thailand enabled DoP to learn good census practices from these countries. Both have a long history of successful census operations. Learning from their experiences facilitated the DoP planning process, including mitigation of risks in all aspects of census operations – not only the technical aspect, but also political, logistics and administrative aspects and overall management. Four DoP staff are currently on study leave to obtain a Masters' degree in demography in Thailand (Mahidol University) as part of succession and sustainability planning supported by UNFPA.

The November 2014 regional CSPro training was hosted in Myanmar. Attendees included 21 participants from DoP, Laos Statistics Bureau, Maldives National Bureau of Statistics, Bhutan National Statistics Bureau and Timor-Leste General-Directorate of Statistics. This served as a good platform for information-sharing among countries in the South that had recently conducted a census. As the venue for this learning and capacity development, Myanmar contributed to South-South cooperation in the region.

Myanmar's census experiences were also shared with staff from the Cambodia National Institute of Statistics and the Central Bureau of Statistics of the Democratic Republic of Korea when they visited DoP. They observed Myanmar's good practices, especially in data processing where Myanmar adopted the scanning technology for data capture.

The next population census in Myanmar will be held in 2024. DoP will definitely apply the learnings acquired - the knowledge, lessons and skills - through South-South cooperation, which contributed significantly to the overall success of the 2014 census. This approach, which has proven effective, will be continued in the upcoming census, specifically in the areas of data collection through the use of state-of-the-art data management and computer-assisted personal interviewing (CAPI), which other countries in the South had implemented. Through a continued South-South cooperation, Myanmar seeks to be at par with other countries in the region in census taking.

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**Project name:** 2014 Myanmar Population and Housing Census

**Countries/Regions:** Australia, Cambodia, Democratic Republic of Korea, India, Myanmar, Thailand

**Nominated by:** UNFPA

**Sustainable Development Goal target(s):** 17.18, 17.19

**Supported by:** UNFPA

**Implementing entities:** Department of Population, Ministry of Labour, Immigration, and Population, Myanmar

**Project status:** Completed

**Project period:** 2013–2017

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



# Developing National Evaluation Capacities in Nigeria

## Building country-led monitoring and evaluation systems for sustainable development results

### Challenge

The 2030 Agenda for Sustainable Development calls for follow-up and review processes to measure progress towards achieving the SDGs. It emphasizes that these mechanisms should be based on high quality country-led evaluations and data. Thus, stronger national evaluation capacities are a prerequisite for sustainable development results.

Against this backdrop, the United Nations Children's Fund (UNICEF) conducted a bottleneck analysis in 2014 to support the development of a work plan with the Nigerian Ministry of Budget and National Planning (MBNP). In addition to the lack of a National Evaluation Policy (NEP), one of the key barriers identified was the lack of a results-based management culture within the MBNP, specifically, and within the Government, in general. As a result, the Government was unable to advocate effectively for developing the NEP. Furthermore, Nigeria did not have a unified voluntary organizations for professional evaluations (VOPES) that could advocate for and further develop the national evaluation function.

### Towards a Solution

UNICEF undertook several strategies to strengthen national evaluation capacities in Nigeria. A key strategy was to raise the profile of the evaluation function within the Government by supporting the establishment of a national evaluation association that would advocate for strengthening the demand for and use of evaluation in decision-making processes. In parallel, UNICEF supported the development and adoption of the NEP.

To achieve this objective, the Government of Nigeria, supported by UNICEF, participated in the Fourth International Conference on National Evaluation Capacities (NEC Conference) in October 2015. The Conference provided the Nigerian Government and, specifically, the Monitoring and Evaluation Director within MBNP, with a platform to: share experiences on building evaluation capacities; engage with evaluation experts and other national VOPES; and share insights into how other countries strengthen evaluation capacities. The government officials also connected with peers working on similar mandates and challenges in terms of strengthening the national evaluation function. Additionally, the Government participated in bilateral exchanges and networks that provided a better understanding of the value of a NEP and of the importance of advocating for it in Nigeria. And, at the same time, this exchange reaffirmed the need for the Nigerian Government to support the development of a national VOPE that would strengthen the overall national evaluation function and support the development and roll-out of the NEP. The key outcome of the NEC Conference was



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the Bangkok Declaration on Principles for National Evaluation Capacity for SDGs, which informed Nigeria's strategy for developing a NEP.

Following the participation at the NEC Conference, a conference on evaluation and good governance was held in Abuja in November 2015. The event helped the Ministry to raise the profile of the evaluation agenda within the Government at the highest level and create a collective evaluation vision for Nigeria. It culminated in the important Abuja Declaration on Evaluation (2015), which recognizes the importance of country-led monitoring and evaluation systems for achieving the SDGs in Nigeria.

The Abuja Declaration also helped to establish a vibrant unified national evaluation association in Nigeria. At that time, Nigerian evaluation leaders agreed to unite in a federation of associations known as the Nigerian Association of Evaluators (NAE), which would function as the national VOPE in Nigeria. The NAE aims to further develop and promote a community of evaluators and practitioners that will support the institutionalization of evaluation in Nigeria. UNICEF and MBNP continue to support NAE in organizing annual or biannual conferences to raise the importance of evaluation as an important public management function. Notable among them is the 2017 conference that led the National Bureau of Statistics (NBS), MBNP, Office of the Special Adviser to the President on SDGs and UNICEF to sign a declaration that stresses the need for a national accountability framework that further clarifies accountabilities on the monitoring and evaluation functions that support SDG implementation. Following this conference, the Government committed to adopting a monitoring and evaluation framework, for

which two distinct but complementary policies will be developed: a National Monitoring Policy (NMP), planned for 2018, and a NEP, developed in 2017 and ready for domestication. UNICEF is currently supporting the drafting and finalisation of these policies. In the context of the Nigerian Delegation participation to the High-Level Political Forum in 2017, the Nigerian Parliament also asked the Minister of State at MBNP to fast-track adoption of the NEP. Going forward, in 2018–2019, MBNP, UNICEF and the European Union (EU) also agreed to further collaborate in conducting national and subnational consultations to inform the legislative process for both the NEP and NMP.

Nigeria is therefore the first African country to distinguish and recognize the different and complementary roles of two separate functions with two national policies on monitoring and, on evaluation. The NMP approaches the monitoring as a key management function, whereas the NEP approaches evaluation as a core accountability and learning function.

Moreover, during the NEC conference, **27 African countries demonstrated interest in developing a NEP**, but very few have developed such a policy. Given this interest, and the fact that many African countries face similar challenges in building an enabling environment for evaluation, Nigeria's experience and strategy for building national evaluation capacities can be replicated to suit many national contexts.

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**Project name:** National Evaluation Capacity Development  
**Countries/Regions:** Nigeria  
**Nominated by:** UNICEF  
**Sustainable Development Goal target(s):** 17.19  
**Supported by:** UNICEF  
**Implementing entities:** Ministry of Budget and National Planning  
**Project status:** Ongoing  
**Project period:** 2015 – 2018  
**URL of the practice:** N/A



# Regional Joint Project on Partnership for a Green Economy

## Towards social, economic and environmental transformation

### Challenge

The growth model of the last century has been accompanied by significant environmental degradation and increasing social inequality. It is thus one of the greatest challenges of our time to build economies that improve human well-being and social equity while significantly reducing environmental risks and ecological scarcities. Recognizing this fact, increasingly more countries wish to embark on greener and more inclusive growth trajectories through a reframing of their economic policies and practices around sustainability and strengthening of the ecological foundations of their economies. Unity and enthusiasm from Member States are evidenced in the adoption of the 2030 Agenda for Sustainable Development and the Paris Agreement. These global agendas have increased country demand for technical assistance and capacity building for the plan and implementation of the transition to an inclusive green economy.

### Towards a Solution

The Partnership for Action on Green Economy (PAGE) was launched in 2013 as a response to the Rio+20 call to support those countries wishing to embark on greener and more inclusive growth trajectories. By bringing together five United Nations agencies – United Nations Environment Programme (UNEP), International Labour Organization (ILO), United Nations Development Programme (UNDP), United Nations Industrial Development Organization (UNIDO) and United Nations Institute for Training and Research (UNITAR) – PAGE represents a mechanism to coordinate United Nations action on the green economy, offering integrated and holistic support, while also ensuring coherence and avoiding duplication.

While positioning itself as an emerging economic power, China is shifting its development focus toward sustainability. To better tackle various challenges associated with the transition, the Government of China expressed its interest and commitment to work with PAGE, starting at the provincial level in Jiangsu.

With PAGE support, the Jiangsu Province of China aims to achieve the following objectives:

- To identify good practices at the policy, business and sub-provincial levels for replication and upscaling in other provinces and countries. Jiangsu Province is relatively advanced in integrating key elements of a green economy into development plans and policies. Identifying and sharing these good practices nationally could thus inspire further changes in other provinces.
- To identify and analyse major challenges to the implementation of green economy policy. Although some green economy policies have been established, the Province still faces challenges in transforming its economy. Through the engagement of local stakeholders, PAGE supports the provincial government to identify challenges in order to offer targeted solutions in future phases.



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In the initial phase, PAGE supports Jiangsu Province through:

- the identification of the province's green economy successes and good practices, in partnership with the Green Growth Knowledge Platform (GGKP);
- the production of a stocktaking report of major green economy strategies, policies and plans, including those embedded in China's 13th Five-Year Plan (2016-2020), providing a database of successes and good practices.

PAGE engages a wide range of local stakeholders in capacity-building activities for green finance, green jobs, green industry and inclusiveness in a green economy. It is innovative because this is the first time that five United Nations partners have come together to coordinate their expertise and resources at national level. Joint efforts have allowed PAGE to deliver more than the sum of its individual organizations' contributions. Over the past four years, PAGE has set clear policy directions and targets for green development that could guide policy and investment decisions. In many areas, project activities have led to actual policy changes, an important parameter for long-term impact.

- In Mongolia, through the National Green Development Policy (NGDP) Action Plan, the different thematic work streams initiated by PAGE have been consolidated in a Government-owned document. In particular, PAGE has supported an amendment to the Law on Public Procurement, which is expected to be submitted to the Parliament during the third quarter of 2018. UNIDO's PAGE engagement in the country has supported a study on waste management for end-of-life vehicles, which is expected to provide policy advice that will be incorporated into national strategies, and an action plan for waste management of end-of-life vehicles.
- In Burkina Faso, after an assessment carried out by the Group for Research and Applied Analysis for Development (GRAAD) in 2015, UNIDO was requested to help update and amend the country's industrial policy document and to organize an information and awareness meeting after its adoption. The work

on greening the industrial policy has followed the process set out in the Practitioner's Guide to Strategic Green Industrial Policy by UNIDO/PAGE in 2016, using GRAAD local expertise. Moreover, UNIDO has been requested to make recommendations for short- and long- term measures to enable the transition to a green economy through industry, which will contribute to the sustainability of the greening policy.

- In Barbados, UNIDO is engaged in various proposals that emerged from the Barbados Green Economy Scoping Study (GESS), which consists in the identification of key greening opportunities.

PAGE has been able to facilitate a spirit of collaboration for green development across both government and NGOs, including other green initiatives such as the Global Green Growth Initiative (GGGI), the Education for Sustainable Development Project (ESD) and the Poverty and Environment Initiative (PEI).

PAGE seeks the promotion of South-South and triangular industrial cooperation as a mechanism to foster inclusive green economy through the exchange of knowledge on inclusive green economy, including exchanges and visits to PAGE partner countries. Over the past years, **several new tools were created including the Green Economy Policy Framework and Integrated Green Economy Model, enabling mutual learning processes and supporting green economy so as to achieve the 2030 Agenda.**

A number of high-level global events including Powering the SDGs in Geneva, and Policy Innovations towards green economy at COP 23 have allowed PAGE beneficiary countries to share knowledge and experiences. PAGE currently has 13 partner countries, which are engaged at various levels of a green economy transformation, including policy development at the national and sectoral level, capacity building and awareness-raising.

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**Project name:** Partnership for a Green Economy (PAGE)

**Countries/Regions:** Barbados, Brazil, Burkina Faso, China, Ghana, Guyana, Kyrgyz Republic, Mauritius, Mongolia, Peru, Senegal, South Africa, Uruguay

**Nominated by:** United Nations Industrial Development Organization (UNIDO)

**Sustainable Development Goal target(s):** 8.4, 8.5, 8.6, 17.13, 17.14, 17.15

**Supported by:** Finland, Norway, the Republic of Korea, Sweden, Switzerland, European Union, and the UN Multi-Partner Trust Fund

**Implementing entities:** UNEP, ILO, UNDP, UNIDO, UNITAR

**Project status:** Ongoing

**Project period:** 2013–2020

**URL of the practice:** [www.un-page.org](http://www.un-page.org); [goo.gl/jDhAhw](http://goo.gl/jDhAhw)





# India-UN Development Partnership Fund

A unique government-to-government partnership model focused on achieving the SDGs

## Challenge

In the spirit of South-South cooperation, the Fund focuses on least developed countries (LDCs), land-locked developing countries (LLDCs) and small island developing States (SIDS), which represent 12 per cent of the world's population. These countries are endowed with natural resources, talented and hard-working citizens, and vibrant societies. However, structural challenges affect their development potential. This situation requires innovative and collaborative investment and efforts in the fields of climate resilience and natural disaster preparedness, renewable energy, trade and transport, telecommunications, and export sectors. These economies also require a concerted, specific and cost-effective effort to implement the SDGs to achieve a multiplier effect and improve the livelihood of millions in these countries.

## Towards a Solution

The India-UN Development Partnership Fund is a dedicated facility within the United Nations Fund for South-South Cooperation. It is supported and led by the Government of India, managed by the United Nations Office for South-South Cooperation (UNOSSC) and implemented in collaboration with the United Nations System.

The Fund supports specific projects that contribute to the implementation of one or more SDGs in one or more countries of the global South, agreed to with the Government of the Republic of India, in accordance with UNDP policies for subsidiary trust fund arrangements with specific donors and development partners. The allocation of resources from this dedicated facility for specific projects is decided by the Board of Directors of the India-UN Development Partnership Fund.

India aims to further strengthen ongoing cooperation with all developing countries. The India-UN Development Fund aids the Government of the Republic of India in its efforts to reach out more effectively, even to countries where it does not have a permanent diplomatic mission, and helps strengthen collaboration with these countries.

Implementation arrangements favour the development of local capacities, including expertise, experts, institutions and networks. To that end, projects are implemented through: 1) national implementation, in compliance with United Nations Development Group (UNDG) regulations and benefitting from oversight by the United Nations system; 2) direct implementation, by the UN agency; 3) public sector entities from India; and 4) civil society responsible parties, complying with applicable capacity assessments requirements.

**This fund currently supports 22 Southern-led, demand-driven, transformational sustainable development projects across all 17 SDGs, with an emphasis on reducing poverty and hunger; improving health, education and employment; expanding access to clean water and energy; and enhancing livelihoods and resilience.** The



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sustainability of the project will be ensured by the governments of all partner countries that are currently supported by this fund.

For example, in the seven Pacific Island countries, the project provides equipment to measure meteorological conditions, training to build capacity for monitoring and warning, and support to coordinate data collection among the partnering Pacific Island countries. The aim is to strengthen the technical capacities of national meteorological and hydrological services, with assistance from the meteorological departments of the countries and the UNDP Pacific Office in Fiji.

In Liberia, the project supports the construction of an educational resource centre in Rivercess with six reading rooms and a library to improve the reading proficiency of 300 students. It enhances the pedagogical and computer skills of 50 teachers and the computer skills of 50 students. It provides economic livelihood skills training to 150 mothers and raises awareness about sexual and gender-based violence among 150 adolescent girls through sexual and reproductive health education. The implementation partners are UNICEF Liberia and Kids Educational Engagement Project. Rivercess residents are encouraged to participate in and take ownership of the project and its sustainability.

The Uruguayan Agency for International Cooperation and UNDP Uruguay are implementing a project to establish digital follow-up systems for dialogue on public policies and programmes. It develops software and an online portal for direct monitoring and exchanges between local governments and citizens on policies under discussion and benefits available within the purview of public programmes.

In addition to the above, a Commonwealth Window under the India-UN Development Partnership Fund was recently launched. It supports projects in developing countries that belong to the Commonwealth of Nations (comprised of 53 nations), a voluntary association of independent and equal sovereign states. Member governments have agreed to pursue shared goals such as development, democracy and peace.

For example, in Grenada, three projects are being implemented in partnership with the Ministry of Health and PAHO, Department of Public Administration and UNOPS, and the Ministry of Social Development and UNICEF to: 1) improve the management of waste generated in healthcare facilities by procuring and installing a new biomedical waste incinerator and enhancing biohazard waste disposal practices; 2) improve the quality of service delivery and skills of public officers by offering training and professional development opportunities; and, 3) expand quality day care for children from low and moderate-income households.

The project in Tuvalu expands energy access on Funaota islet, an outer island of Tuvalu, by introducing solar energy equipment. In collaboration with the Ministry of Public Utilities and Infrastructure and UNDP Pacific Office in Fiji, this project also establishes commercial activity on this island and beneficiaries will be trained to operate and maintain these renewable clean-energy systems.

With the cooperation of the Vanuatu National Statistics Office and UNDP Pacific Office in Fiji, the project in Vanuatu enables extensive data collection by the Vanuatu national statistics office. It advances an overdue comprehensive survey that updates figures on household income and expenditures and on indicators that will inform on progress across the SDGs.

This is a remarkable commitment by the Government of India at this time: to invest in multilateralism and the UN system. It has a vision for South-South cooperation and sees a role for the Indian government to fulfil the goals and objectives of the 2030 Sustainable Development Agenda.

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**Project name:** India-UN Development Partnership Fund

**Countries/Regions:** Antigua and Barbuda, Benin, Belize, Burkina Faso, Chad, Cook Islands, Dominica, eSwatini, Grenada, Kiribati, Liberia, Mali, Marshall Islands, Mauritania, Federated States of Micronesia, Nauru, Palau, Papua New Guinea, Saint Vincent and Grenadines, Sao Tome and Principe, Solomon Islands, Tonga, Tuvalu, Uruguay, Vanuatu

**Nominated by:** UNOSSC

**Sustainable Development Goal target(s):** 17.6, 17.9, and all relevant SDGs

**Supported by:** UNOSSC and Government of India

**Implementing entities:** Participating governments, UNOSSC, UNDP, UNICEF, UNFPA, UNOPS, FAO, PAHO, WHO

**Project status:** Ongoing

**Project period:** 2017-2032

**URL of the practice:** [goo.gl/NmJQPi](http://goo.gl/NmJQPi)

# South-South Global Thinkers: The Global Coalition of Think Tank Networks for South-South Cooperation



Connecting think tanks from the South and North to advance frontier research on South-South and triangular cooperation

## Challenge

The 2030 Agenda calls for a new and inclusive global partnership, of which South-South and triangular cooperation (SSC and TrC) forms an integral part. SDG 17 focuses on the need to enhance knowledge-sharing through improved coordination among existing mechanisms.

The potential of SSC and TrC to contribute to sustainable development and poverty eradication has not been fully leveraged. Knowledge gaps and uneven access to solutions and resources are major obstacles hindering progress. The availability of information and quality of research on the scale and impact of SSC and TrC have not kept pace with the growing demand among Southern partners for peer learning to further improve results. In addition, policy incoherence, together with a lack of understanding of the respective legal and policy environments for cooperation, can create “thick borders” between countries and hinder the expansion of SSC and TrC. Addressing these knowledge gaps will be critical in the context of scaling up SSC for sustainable development.

## Towards a Solution

Think tanks globally, and especially from the global South, are best positioned to tackle these challenges. As public policy research, analysis and engagement organizations, think tanks can play a vital role in the political and policy arenas at the local, national and global levels and assist governments in understanding and making informed choices about issues of domestic and international concerns. Thus, they can strategically champion thought leadership on SSC and TrC to assist governments in making informed decisions about using SSC and TrC at national, regional and global forums.

However, the scale and complexity of SSC require multidisciplinary knowledge and analysis, which can be very difficult for any single think tank or single network of think tanks to master. A platform is needed to pool the knowledge and expertise of multiple think tank networks so that they can work together to tackle SSC knowledge gaps.

To address this challenge, in 2017, the United Nations Office for South-South Cooperation (UNOSSC) and the United Nations Development Programme (UNDP) supported the establishment of South-South Global Thinkers – the Global Coalition of Think Tank Networks for South-South Cooperation. This initiative brings together six think tank networks, totalling more than 200 think tanks from across all regions. The initiative allows think tanks to better connect with each other to collectively address multi-disciplinary challenges and to find channels through which to inform and influence the global development agenda by developing frontier research and knowledge.



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The initiative conducts research on the following areas:

- SSC concepts, trends, evaluation frameworks and impact assessments;
- Policy coordination and legal environment for SSC;
- SSC in economic structural transformation;
- SSC in science, technology and innovation;
- South-South trade, investment and financing;
- SSC delivering results for the SDGs;
- SSC in basic infrastructure and connectivity;
- SSC risk management in fragile contexts and disaster risk management;
- Regional/sub-regional mechanisms and neighbourhood SSC initiatives; and
- Multi-stakeholder engagement in SSC (including youth, women, the private sector and civil society).

The initiative provides seed funding for think tank network members to undertake research related to the above-mentioned areas. **In 2018, ten research grants have been made. Research results will feed into the upcoming UNOSSC Independent Report on South-South Cooperation and preparatory processes for the Second UN High-Level Conference on South-South Cooperation (BAPA+40).** A key part of the initiative has been the development and launch of an online platform to facilitate discussion and exchange of knowledge and research ideas among members of the think tank networks. Recent online discussions have focused on the policy and legal environment for facilitating South-South trade and investment regionally and globally. Additionally, the platform serves as a space for think tank network members to share and access relevant knowledge products to stimulate debate and further research.

The initiative regularly hosts face-to-face workshops and symposiums to stimulate discussions among

researchers, policymakers, development practitioners and the private sector. In 2017 and 2018, events focused on the policy and legal environment for South-South investment in Asia and the Pacific (held in Bangkok) and the policy and legal environment for South-South investment in Europe and the Commonwealth of Independent States (held in Prague). Scoping papers published as the result of these meetings identify key areas that will feed into a comprehensive research on South-South investments.

To ensure the sustainability of the Global Coalition, the project is contributing to capacity development within Southern-led think tank networks and institutions so that they can provide updated and relevant research and advisory services on SSC to developing countries. Thus, five years' support is expected to help expand the client base for advisory service for the networks, strengthen the networks' capacity, and make available the resources to support a Global Coalition that operates self-sufficiently as members continue to jointly mobilize and contribute resources.

Through this platform, UNOSSC and UNDP are working towards the achievement of SDG target 17.16, which calls for enhancing the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources.

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**Project name:** South-South Global Thinkers: The Global Coalition of Think Tank Networks for South-South Cooperation

**Countries/Regions:** Global

**Nominated by:** United Nations Office for South-South Cooperation (UNOSSC)

**Sustainable Development Goal target(s):** 17.11, 17.13, 17.4, 17.5, 17.16, 17.8, and other SDG targets

**Supported by:** UNOSSC, UNDP

**Implementing entities:** UNOSSC, UNDP and think tank networks

**Project status:** Ongoing

**Project period:** 2017–2021

**URL of the practice:** [www.ssc-globalthinkers.org](http://www.ssc-globalthinkers.org)

# Strengthening China's Involvement in the Development of International Volunteer Service



## Volunteering as a driving force to support the SDGs and South-South cooperation

### Challenge

Global South volunteer programmes now seek to internationalize their efforts but often lack international networks and overseas partners and are not well integrated into the international development ecosystem. Many are also not well integrated into their own country's broader overseas national development programming, with potential partnerships with official mechanisms, national strategies and development stakeholders (including the government, the private sector and the third sector) limited by a lack of trust and experience. Another challenge is the lack of capacity to assess development needs in other countries and effectively monitor and evaluate overseas projects. The programmes also lack experience in ensuring that their overseas projects have local ownership, remain needs-based and build a long-term relationship with the recipient community.

Another core challenge relates to knowledge gaps that are an obstacle to creating a substantive knowledge base for South-South volunteering. These knowledge gaps impede advocacy efforts, hinder the development of more effective programming and diminish the potential for capacity development through sharing best practices and experiences among developing countries.

### Towards a Solution

To address the above challenge, United Nations Volunteers (UNV), with the support of the Beijing Volunteer Service Federation (BVF), launched a project aiming at strengthening engagement and capacities of Southern stakeholders in mobilizing, deploying and managing volunteers within the framework of South-South cooperation initiatives and in support of the SDGs. The project aims to explore new partnership-building opportunities by creating channels for the exchange of information and best practices for volunteers from the global South and supporting their effective engagement and contribution to sustainable development.

The project also focuses on creating opportunities for Chinese and other Southern youth to volunteer internationally, share international experience and develop the capacities of volunteer-involving organizations (VIOs), and facilitate cross-country knowledge-sharing and co-creation with strong support for joint research. The project activities mainly take place in developing countries in the Belt and Road Initiative (BRI), which is China's flagship international development project.

Some of the innovative approaches/outputs include:

The creation of a new global platform for peer learning, sharing best practices and identifying challenges and opportunities for international volunteerism through new and innovative partnerships. **Through the project, the BVF established international connections with 83 VIOs from 52 countries and regions, hosting 20 brief visits with 420 delegates from VIOs worldwide while sending 33 experts to visit possible partners or attend international knowledge-sharing events** such as Thailand's South-South Knowledge Exchange – Youth Volunteering for the SDGs. One concept proposal for



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vision and action was signed in September 2017 by BVF with the ASEAN Youth Leadership Association for joint promotion of international volunteer service with the BRI.

The International Volunteer Service Exchange Conference (IVSEC) in the Belt and Road Era (2017 IVSEC): IVSEC was successfully hosted on 12-14 December 2017 with the participation of 126 international and domestic VIOs across the BRI region. The conference shared experiences from the South on volunteering and SSC, urban volunteering, managing and deploying youth volunteers, monitoring and evaluation of the volunteer programme, and the role of corporate volunteering under the BRI. The BRI Volunteer Service Alliance (BRVSA) was launched with international representatives during the IVSEC conference with the main purpose of facilitating exchange of experience and new South-South volunteering partnerships.

BVF and China volunteer organizations increased their capacity to effectively deploy volunteers through training and research. The training camp for Chinese international volunteers and international volunteering talents was held to support volunteer preparation for international deployment. A total of 60 participants were selected. Camp sessions included 25 lectures (domestic and international situation and policy, Belt and Road national cultural customs and volunteer work, voluntary service concepts and skills, and emergency and psychological adjustment), six fieldtrips to enterprises and NGOs, and five teambuilding activities, broadly enhancing the preparedness and technical competence for those interested in international volunteering. The research seminar on Chinese volunteering for the SDGs was held on 9 June 2017. Around 100 participants from governments, VIOs, academia and private sectors shared their research on volunteer service. A report on an overview of Chinese volunteering and its development overseas as well as research on management standards of Chinese international volunteers will be launched.

New opportunities were created for Beijing youth to volunteer internationally as a model of South-South “people-to-people” cooperation that could serve as a template for future deployments from other Chinese and Southern volunteer organizations. The project assisted

in developing new opportunities for Beijing volunteers. BVF partners with the China Foundation for Poverty Alleviation (CFPA) in the Chinese Foreign Aid Volunteer Programme to send 10 Chinese representatives to Nepal and Myanmar for 6-12 months in support of local social and economic development. This is the first time that the Chinese Government and civil society have made joint efforts in international volunteer deployment and exploration for innovative cooperation of overseas assistance. A volunteer manual and project guidance were designed to support volunteer deployment.

For the first time, under this partnership, BVF also deployed mainland Chinese UN Youth Volunteers to serve within the United Nations system in Myanmar and Thailand. Under the BRI, many Chinese governmental entities began to cooperate with the United Nations system. For instance, adhering to the principles of the 2030 Agenda and the SSC Framework, China set up the South-South Cooperation Assistance Fund for international organizations and Chinese local NGOs to support their international aid activities and citizen engagement in development projects. The Fund has invested up to \$3.5 billion. Both UNV and BVF are included in the candidate organization list to apply for projects to develop and promote volunteerism internationally. For instance, in collaboration with the Ministry of Education, Youth and Sports (MoEYS) of Cambodia, UNV submitted a proposal to continue its programmatic support to foster youth employability through volunteerism.

To ensure long-term sustainability, UNV implements its intervention together with the Ministry and other Cambodian partners (civil society, academia, the private sector, etc.) under the framework of a national United Nations programme on youth employment, which is aligned with national priorities.

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**Project name:** Strengthening China’s Involvement in the Development of International Volunteer Service through South-South Cooperation and the Belt and Road Initiative

**Countries/Regions:** China, over 50 countries

**Nominated by:** United Nations Volunteers (UNV)

**Sustainable Development Goal target(s):** 17.6, 17.9, 17.16, 17.17

**Supported by:** UNV

**Implementing entities:** Beijing Volunteer Service Federation

**Project status:** Ongoing

**Project period:** 2016–2019

**URL of the practice:** <http://www.bv2008.cn/cate/en/>

# 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\*

## 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.



Conserve and sustainably use the oceans, seas and marine resources for sustainable development

## 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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