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Investing in rural people

## IFAD's Approach to South-South and Triangular Cooperation

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## Contents

I.	Context	1
II.	IFAD's Corporate Approach to SSTC	3
III.	Mainstreaming SSTC	10
IV.	Conclusion	12
Annexes		
	Annex I: Indicative list of IFAD SSTC activities	14
	Annex II: Lessons Learned During IFAD8 and IFAD9	17
	Annex III: Independent Office of Evaluation recommendations	19

## Abbreviations and acronyms

CoP	communities of practice
COSOP	country strategic opportunities programme
EMBRAPA	Brazilian Agricultural Research Corporation
ESR	evaluation synthesis report
FAO	Food and Agriculture Organization of the United Nations
GKS	Global Engagement, Strategy and Knowledge Division
IFAD9	Ninth Replenishment of IFAD's Resources
IFAD10	Tenth Replenishment of IFAD's Resources
IFI	international financial institution
IOE	Independent Office of Evaluation of IFAD
IWGS	interdepartmental working group on SSTC
MIC	middle-income country
PMD	Programme Management Department
PRM	Partnership and Resource Mobilization Office
RBAs	Rome-based agencies
REAF	Commission on Family Farming
SRI	System of Rice Intensification
SSC	South-South cooperation
SSTC	South-South and Triangular Cooperation
WFP	World Food Programme

# IFAD's Approach to South-South and Triangular Cooperation

## I. Context

1. Background. Developing countries across all income levels have become increasingly interested in learning from and drawing on the development experiences and resources (i.e. technologies, know-how and policies) of their peers. As their technical capacities expand and financial sophistication develops, and the demand for the exchange of practical experiences grows, developing countries are seeking better, more predictable ways to connect and scale up their knowledge- and resource-sharing activities.
2. At the same time, countries of the Global South (i.e. developing countries, which are primarily located in the southern hemisphere<sup>1</sup>) not only find themselves at varying stages of development, but also have different capabilities and ambitions. They therefore require differentiated approaches to receiving and sharing knowledge. In recent years, approaches to development based on shared interests – often called “South-South cooperation” (SSC) – have grown and become a component of the international relations and development policies of a large number of states, as a complement to the “North-South cooperation” model.
3. In response to these developments, donors, international organizations and others have created mechanisms to help “triangulate”, or broker, such cooperation. IFAD has been no exception to this trend. Through lending and grant financing activities, IFAD-funded projects and country partners have deployed traditional approaches to delivering knowledge-based technical cooperation – peer-to-peer exchanges of knowledge, technology and know-how to improve agricultural productivity – to broaden access to market information, enhance policies and increase community participation in local development, and in some cases bring about new investment opportunities. In the period 2009-2014, IFAD designed, funded and/or facilitated nearly 150 such activities (annex I provides a list of selected IFAD South-South and Triangular Cooperation [SSTC] activities).
4. Such activities have been the bedrock of IFAD's approach to SSTC for more than 20 years, as articulated in a range of documents at the corporate, regional, project and grant levels. Exchanging knowledge on best practices and lessons from IFAD's interventions through SSTC initiatives is also crucial to scaling up. To date, this demand-driven, region-led and knowledge-centric approach has allowed each IFAD regional division to design, deliver and coordinate its SSTC activities according to the needs of the client, serving as the foundation of IFAD's flexible, diversified, and decentralized approach to SSTC, as articulated in IFAD's most recent document on the topic, South-South cooperation in IFAD's business model ( 2011).<sup>2</sup>
5. Attention to SSTC by other development partners. In recent years, the global landscape as it relates to SSTC has changed. SSTC activities and flow of funds have continued to increase, with many development partners piloting new approaches to SSTC as an important tool for furthering the objectives of the 2030 Agenda and achieving the Sustainable Development Goals.
6. This includes enhanced attention by the United Nations Office for South-South Cooperation (UNOSSC), including the decision by the General Assembly to observe 12 September each year as the United Nations Day for South-South Cooperation. At the global level, UNOSSC leads efforts to promote and raise the profile of South-South cooperation, convening events, collecting data, publishing case studies

<sup>1</sup> United Nations Office for South-South Cooperation definition of “Global South”:

[http://ssc.undp.org/content/dam/ssc/documents/exhibition\\_triangular/SSCExPoster1.pdf](http://ssc.undp.org/content/dam/ssc/documents/exhibition_triangular/SSCExPoster1.pdf)

<sup>2</sup> [www.ifad.org/documents/10180/5daaf5d9-1908-420f-a4bc-6d627e99e9a9](http://www.ifad.org/documents/10180/5daaf5d9-1908-420f-a4bc-6d627e99e9a9).

and pursuing other activities. The World Bank Group and regional development banks have also increased their SSTC activities. However, the SSTC work of these and other organizations does not focus on the rural sector.

7. The Food and Agriculture Organization of the United Nations (FAO) and the World Food Programme (WFP) have ramped up their efforts relating to SSTC. For example, FAO has mobilized dedicated resources for SSTC and established a division dealing with SSTC, focusing largely on the provision of technical assistance. WFP has established centres of excellence against hunger, in China and Brazil, with SSTC central to their activities.
8. Within this broad landscape of actors – and in partnership and coordination with them – IFAD has the unique opportunity to focus its SSTC activities in the core area of its mandate of promoting sustainable and inclusive rural transformation through investments in smallholder agricultural development. Indeed, a gap exists in this area – a gap that IFAD can fill by adopting differentiated approaches and deploying suitable SSTC instruments depending on country context, given the Fund’s comparative advantage and close to 40 years’ experience working on smallholder agriculture in remote rural areas of developing countries.
9. Attention to SSTC in the IFAD Strategic Framework 2016-2025 and IFAD replenishments. The IFAD Strategic Framework 2016-2025, adopted early in 2016, provides the overarching guidance for IFAD activities. It notes that “IFAD plans to strengthen its comparative advantage and expand its work in this area [SSTC], in terms of both knowledge-based cooperation and investment promotion, seeing it as an integral part of its business model and of its country programming process”.
10. Similarly, replenishment consultations have devoted time and attention to SSTC. In the context of the Ninth Replenishment of IFAD’s Resources (IFAD9), it was decided that the Fund would “establish an adequately resourced corporate coordination function to ensure South-South and Triangular Cooperation is pursued in a strategic manner, is widely mainstreamed across country programmes, and is grounded in a robust evidence base”. It would also “develop staff incentives to proactively pursue and promote South-South and Triangular Cooperation”. In the Report of the Consultation on the Tenth Replenishment of IFAD’s Resources (IFAD10), among other things, it was decided that IFAD should strengthen monitoring of SSTC activities and ensure that “50 per cent of [...] country strategic opportunities programmes (COSOPs) [...] include an approach to SSTC”.
11. It is also noteworthy that, in IFAD10, for the first time a Member State of IFAD (China) provided an unrestricted complementary contribution for SSTC, in the amount of US\$5 million. This is one example of the significance Member States attach to SSTC as a component of IFAD’s operating model, offering new pathways for mobilizing resources and planning the Fund’s SSTC engagement with clients.
12. Evaluation synthesis report on SSTC. In 2016, the Independent Office of Evaluation of IFAD (IOE) completed an evaluation synthesis on non-lending activities in the context of South-South cooperation.<sup>3</sup> The evaluation synthesis report (ESR) provided timely and useful insights and recommendations for further articulating IFAD’s approach to SSTC. (Annex III provides a summary of how Management has incorporated the recommendations from the ESR into its efforts related to SSTC.)
13. IFAD’s evolving priorities and operating model. At the same time, in order to achieve its overarching goal and strategic objectives under the Strategic Framework, IFAD’s priorities and operating model have evolved, with the aim of more effectively and efficiently achieving its mandate. The Fund is, for example, paying greater attention to taking differentiated approaches in promoting rural

<sup>3</sup> <https://webapps.ifad.org/members/ec/92/docs/EC-2016-92-W-P-5.pdf>.

transformation in different country contexts (e.g. middle-income countries [MICs], fragile situations, small island developing states and low-income countries). The Fund has updated its approach to engaging with middle-income countries<sup>4</sup> and developed a strategy for working in fragile situations. It is fine-tuning its performance-based allocation system and deepening its organizational decentralization to ensure the better performance of its country programmes.

14. In the same spirit, the Fund is further clarifying and developing its approach to SSTC – an essential component of its operating model. The aforementioned strategies, approaches and processes – including SSTC – are mutually reinforcing and critical for achieving IFAD’s strategic objectives. The synergies and interlinkages among them will be articulated in an overarching document being prepared for presentation by Management to the Board for its consideration in April 2017.
15. Purpose of the paper. Notwithstanding the attention devoted to SSTC in the Strategic Framework and IFAD replenishment documents, as mentioned above, the most recent document capturing IFAD’s approach to SSTC dates back to September 2011. Therefore, more than five years on, in order to take into account the evolution in IFAD’s internal and external environments, as well as key lessons learned (presented in annex II), it is timely for Management to present to the Board its enhanced approach to SSTC, with the aim of briefing members and seeking their guidance on the way forward.
16. This paper aims to provide conceptual clarity and guidance related to IFAD’s SSTC activities. It is structured as follows: section II underlines the objectives, comparative advantage and instruments and activities related to SSTC, including IFAD’s organizational and coordination arrangements for ensuring activities are undertaken in a timely manner; section III highlights the incentives required, monitoring and reporting arrangements, and resource mobilization for mainstreaming SSTC delivery; then the three annexes provide additional supporting information underlying the overall approach to SSTC.

## II. IFAD’s Approach to SSTC

17. There is no universally accepted definition for SSTC. In 2012, the High-level Committee on South-South Cooperation noted that South-South cooperation is “a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions”.
18. Other international organizations have chosen to accentuate different aspects of SSTC in their work. The World Bank Group, for example, has identified “connecting governments, civil society and private actors with others that have faced similar challenges” as a core aspect of its approach to SSTC. For FAO, South-South cooperation involves “the mutual sharing and exchange of development solutions”. WFP emphasizes SSTC activities that are consistent with its specialization in disaster relief, for example, a “focus on the most vulnerable”, “promoting local ownership” and “ensuring inclusiveness and balance”.
19. SSTC in the context of IFAD’s specificity. IFAD’s SSTC activities are anchored in its Strategic Framework and therefore driven by its mandate, comparative advantage and specialization, cognizant of the fact that it is both a specialized agency of the United Nations and an international financial institution (IFI). This distinguishes IFAD from other development actors, given that it can also draw on

<sup>4</sup> <https://webapps.ifad.org/members/eb/117/docs/EB-2016-117-R-3.pdf>.

its rich experience of funding investment projects and grant programmes to further its SSTC activities. Moreover, IFAD is uniquely equipped with an exclusive global mandate on smallholder agriculture development in rural areas, which opens up opportunities and spaces for promoting SSTC that may not be available to other development organizations.

20. For IFAD, SSTC entails a range of complementary and coordinated activities and actions that can contribute to enhancing development effectiveness. These include exchanges of knowledge, skills, resources and technical know-how on smallholder agriculture and rural development, including innovative and tested solutions from IFAD-supported operations.
21. In addition, as an IFI, IFAD is particularly well-positioned to increase its activity not only as a broker of knowledge and technical cooperation, but also as a facilitator in the field of investment promotion among developing countries. This can include, for example, strengthening its efforts in identifying cofinancing from developing countries for specific IFAD-funded project activities, resource mobilization in the form of supplementary funds from List B and C countries dedicated to SSTC, and facilitating business-to-business linkages.
22. One critical aspect underpinning IFAD's work on SSTC is partnerships, with developing country governments, civil society, private sector, NGOs, academic and research institutions, international and regional development organizations, as well as with selected global, regional and subregional bodies of the Global South, such as the Brazil, Russian Federation, India, China and South Africa (BRICS) group. Partnership with the other Rome-based agencies (RBAs) is particularly important, since they both focus on food and agriculture. However, given the mandates and priorities of FAO and WFP, partnership with them will focus more on knowledge and technical cooperation, and less on investment cooperation. The partnership dimension will be further explored later in the paper.
23. SSTC Objectives. The IFAD Strategic Framework 2016-2025 has three strategic objectives: (i) increase poor rural people's productive capacities; (ii) increase poor rural people's benefits from market participation; and (iii) strengthen the environmental sustainability and climate resilience of poor rural people's economic activities. As SSTC is a means to an end, IFAD's two SSTC objectives below aim to support the Fund in achieving its broader strategic objectives:
  - SSTC objective 1: Share relevant rural development solutions and knowledge, and promote investments among developing countries.
  - SSTC objective 2: Establish and support partnerships and other forms of collaboration for improved rural livelihoods.
24. To achieve these objectives, all IFAD SSTC activities will be closely coordinated to ensure that each intervention is not an ad hoc activity. The Fund will therefore undertake broad SSTC activities with the aim of generating improvements in:
  - (i) Knowledge and/or skills. Public and private sector actors, civil society and poor rural people are more productive due to a change in awareness, attitude, or understanding, or to a new or developed skill or adopted technology acquired through an SSTC activity.
  - (ii) Engagement. Public and private sector actors, civil society and poor rural people with a common interest or agenda are more effective in influencing policy debates due to enhanced collaboration, strengthened knowledge, improved attitudes or shared understanding resulting from an SSTC activity.
  - (iii) Connectivity. Public and private sector actors, civil society and poor rural people are able to take action as a result of new or improved relationships, greater empathy, developed trust and reduced isolation, as a result of IFAD's SSTC initiatives.

- (iv) Resource mobilization. Public and private sector actors, civil society and poor rural people benefit from increased financial, in-kind, intellectual and human resources originating from government, business, multilateral and other sources originating from developing countries.
25. Taken together, these four areas of focus will mutually support the achievement of both of the SSTC objectives outlined above. For example, improving the target groups' engagement with policymakers and policy processes, as well as their capacity with respect to knowledge and skills, will be fundamental to creating successful and sustainable interventions based on sharing and the transfer of technologies and approaches. Moreover, increased connectivity and resource mobilization will support a number of efforts aimed at creating new forms of partnership, dialogue and cooperation between developing countries and their rural people.
26. SSTC activities. To generate the above-mentioned improvements as stipulated in the IFAD Strategic Framework 2016-2025, and achieve the two SSTC objectives, the Fund will undertake a range of activities in two broad domains: (i) technical cooperation; and (ii) investment promotion. They include a combination of IFAD activities already under way as part of its SSTC work, other activities already under way that offer opportunities for further development, and new/innovative activities that have not recently or traditionally been part of IFAD activities related to SSTC. The activities are described below and are visually summarized in figure 1 (page 9).

#### Technical cooperation

27. In this area, the Fund will seek to consolidate its position as a leading agency supporting peer-to-peer learning in the rural development space by replicating and expanding on particularly good experiences/examples in IFAD's grant and lending portfolio, as well as by building new mechanisms and partnerships. The following activities will be pursued in lending, grant and corporate activities, some of which (e.g. documenting innovative rural development solutions) also fall within the actions envisaged in IFAD's Knowledge Management Action Plan 2016-2018.

#### Improved knowledge and/or skills

28. Exchanges, study tours, and learning routes. IFAD-funded loans and grants will support activities aimed at transferring and sharing successful solutions (technologies, methodologies, approaches) through learning processes and platforms and training. These activities, which involve many kinds of participant (farmers and other rural people, project staff, civil society, scientists, government officials and others), are a well-tested and relatively effective means for creating change for improved rural transformation. Given the costs associated with such initiatives, IFAD will primarily seek to include them in grant- or loan-funded interventions.
29. Regional learning centres. IFAD may seek to develop partnerships with local/national institutions with a view to supporting them to become regional learning centres, following the example of recently developed centres of excellence. Such centres would aim, among other things, to showcase and disseminate particularly effective, locally established development solutions/approaches for smallholder agriculture and rural development. They would also offer opportunities for training and demonstrations of proven solutions/approaches. Opportunities for partnership with FAO and WFP and others with demonstrated experience in adapting, marketing and replicating proven rural development solutions would be actively explored.
30. Embedded technical assistance. In 2015, IFAD's Executive Board approved a new global/regional grant-funded initiative, the Adapting Knowledge for Sustainable Agriculture and Access to Markets Programme in Latin America and the Caribbean (LAC) region, which aims to connect agricultural specialists from the Brazilian



Agricultural Research Corporation (EMBRAPA) to IFAD-funded projects throughout the region to help alleviate technical bottlenecks during implementation. The Fund will seek to expand, modify and replicate this approach by building partnerships with governments interested in contributing resources to embed their respective expertise within IFAD-funded project activities – such as in project design. Such arrangements will need to take into account the technical competence of the provider country, the willingness of the host country to accept such assistance, as well as the quality and suitability of the technical assistance on offer.

31. Alternatively, other modalities could also be considered, such as project staff providing technical support to other IFAD-funded projects. Moreover, additional attention could be given to soliciting reimbursable technical assistance originating from the Global South, financed by developing countries themselves.

#### Enhanced connectivity

32. Rural development solutions catalogue. IFAD will create, fund and manage a web platform for cataloguing and showcasing particularly innovative rural development solutions and experiences from all regions. Drawing on IFAD's experiences – from project and grant-funded activities, agriculture research and other sources – as well as those of partner institutions, including RBAs, the platform will seek to capture solutions in one electronic repository and export them to other web platforms.<sup>5</sup>
33. The rural development solutions catalogue will serve as a public good for interested policymakers, development practitioners and others working on agriculture and rural development. An important aspect of creating the catalogue will be the need to establish an internal quality assurance process to consider and vet prospective rural development solutions and innovations. In addition, it is proposed that dedicated resources be mobilized, with the aim of making small grants available to interested development practitioners to test a proven solution included in the web platform.
34. Events. Participation and sponsorship of thematic, regional and global events (workshops, conferences, showcases, symposiums, forums, etc.) will remain an important SSTC tool for IFAD. While events are a relatively broad instrument, they are an essential means for awareness-raising with respect to effective solutions and for creating professional networks. Organizing such events will require continued collaboration and coordination among various IFAD units to identify appropriate opportunities and the resources to deliver them.
35. Communities of practice. Drawing on its global reach, experience and knowledge on smallholder development, IFAD will continue to participate in and create new communities of practice (CoPs) aimed at connecting smallholders, policymakers and development practitioners from the Global South and encouraging them to exchange experiences and broaden their skills and professional networks. CoPs may well be launched or initiated in conjunction with other mechanisms (such as the Global Environment Facility's Integrated Approach Pilot [GEF IAP] umbrella in sub-Saharan Africa, as well as IFADAsia and FIDAFrique<sup>6</sup>) and may require the identification of new arrangements and resources for ongoing management and engagement.

<sup>5</sup> Such as the World Bank Group South-South Facility <http://knowledgesharingfordev.org/>; the FAO Gateway [www.fao.org/members-gateway/home/en/](http://www.fao.org/members-gateway/home/en/); and the WFP Centre of Excellence [www.wfp.org/centre-of-excellence-hunger](http://www.wfp.org/centre-of-excellence-hunger).

<sup>6</sup> The GEF IAP aims to promote the sustainable management and resilience of ecosystems by creating mechanisms and networks for sharing and transferring technologies, policies and good practices. IFADAsia ([asia.ifad.org](http://asia.ifad.org)) is a web portal, which offers IFAD stakeholders and partners a new collaborative way to work. It provides a platform for increasing operational effectiveness, networking and sharing knowledge. FIDAFrique (IFADAfrica [[fidafrique.net](http://fidafrique.net)]) is a network initiated by IFAD for promoting knowledge-sharing and innovations for rural poverty reduction in sub-Saharan Africa, increasing the impact of rural development actions by improving learning process and the relevance of public policy.

### Improved engagement

36. Policy dialogue platforms. SSTC will be a vehicle to share experiences and learn from good examples of agricultural and rural development policies in developing countries. IFAD will therefore seek to participate in and create mechanisms for exchanging lessons among developing countries on policy formulation and implementation. Opportunities for engagement will therefore be identified in relevant global, regional and national policy processes and platforms (e.g. the Association of Southeast Asian Nations, BRICS, the 2018 Buenos Aires+40 Conference on SSTC, the Economic Community of West African States and the Southern Common Market [MERCOSUR]).
37. Evidence creation. While there are a number of country- or region-specific efforts detailing the scale of SSTC interventions,<sup>7</sup> little concrete evidence exists with respect to their effectiveness as a development tool. This offers an opportunity for IFAD's pioneering impact assessment initiatives, led by the Research and Impact Assessment Division (RIA), to test underlying assumptions about the theory of change created by specific SSTC technologies and approaches in IFAD-funded operations and to use the emerging lessons to further strengthen the Fund's SSTC activities.

### Investment promotion

38. Given the IFAD's role as an IFI, and building on previous efforts, it will seek to further strengthen, create and leverage opportunities for promoting the flow of financial resources between developing countries.
39. Specifically, IFAD may experiment with and/or scale up a range of instruments (e.g. finance facilitation, improving access to producer data, and business-to-business cooperation) across regions to promote different kinds of cross-border investment between developing countries. All efforts will be made to ensure that new instruments and modalities will not create an unfair advantage and do not crowd out local investors. Moreover, activities will ensure adherence to IFAD's mandate (reducing rural poverty through investments in agriculture and rural development) as well as the principles of SSTC, which include: respect for sovereignty, ownership and independence, equality, non-conditionality, non-interference in domestic affairs and mutual benefit.

### Strengthened resource mobilization

40. Private sector finance partnerships. Working with developing countries, IFAD could seek to replicate its experience of managing the European Commission's agribusiness equity fund in Uganda, offering a vehicle for developing countries to support private sector development in rural and remote areas while benefiting from IFAD's safeguard policies and knowledge of local market conditions, needs and networks. In addition, IFAD could seek to develop cooperative marketing partnerships with providers of global financial products (such as the investment guarantees of the Multilateral Investment Guarantee Agency and International Financial Corporation, as well as similar products of the Islamic and African Development Bank Groups) to offer risk-mitigation products to foreign investors in parallel with IFAD project design/implementation.
41. Cofinancing facilitation. The Fund will revisit opportunities to support developing countries interested in deploying public financial resources in support of development projects or other activities in other developing countries. Potential options in this regard include the creation of a cofinancing facility, or similar one-off bilateral arrangements, that would enable developing countries to contribute financial resources in support of IFAD-supported lending operations in other developing countries beyond what each country can make available through replenishment contributions. Such approaches could be earmarked to support

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<sup>7</sup> For example, see *The 2015 Report on South-South Cooperation in Ibero-America*.

particular regions, subregions or countries, or specific activities (such as public-private-producer partnerships [4Ps], specific commodity and value chain development, or market linkages and access). IFAD's experience in developing the Spanish Food Security Cofinancing Facility Trust Fund, as well as in arranging bilateral cofinancing from developed countries, could serve as examples in this regard.

42. Business-to-business cooperation. Making use of its global reach and convening power, IFAD could seek to develop partnerships with multinational companies and cooperatives in developing countries to facilitate the creation of new sourcing or purchasing agreements from smallholders and their organizations. In this regard, IFAD's 4Ps model could serve as a vehicle for organizing such business-to-business cooperation activity.

Enhanced connectivity

43. Mapping and data. IFAD-funded projects produce or have access to data related to farmers' organizations (on their productive capacities, needs, etc.) that could be of interest to businesses and investors working in the rural space. By supporting efforts to consolidate such data as a public good and making it accessible to farmers and their organizations, businesses and investors – including national and regional investors who may be accustomed to local risks and knowledgeable about local business practices – could be better positioned to create investment strategies and partnerships with local smallholders and their organizations. Given its competencies and ongoing interest in this area, the Policy and Technical Advisory Division or other units within the Programme Management Division (PMD) may be well-positioned to undertake or lead this area of work, including leading exploratory consultations with farmers' organizations.
44. Events. Drawing on its sector specialization, IFAD may organize annual thematic investor match-making events at the regional level. By featuring technologies, the quality of commodities or the strengths of producers' groups supported by IFAD's lending and grant portfolio, IFAD could provide a service to local, regional and global investors interested in building business relationships in the rural space. In this regard, the Fund may well seek to partner with other United Nations organizations experienced in operating South-South technology fairs (such as the United Nations Environment Programme, the United Nations Development Programme and FAO). As noted above, event activities will require ongoing collaboration and coordination among various IFAD units to identify appropriate opportunities and the resources to deliver them.
45. Twinning. During the IFAD9 period, the Fund piloted a business-to-business twinning programme between the provinces of Xinjiang in China and San Juan in Argentina. Given the similar agroecological environments of the two regions, business cooperation in several value chains has since developed. The Fund may also seek to replicate the roll-out of this South-South twinning model across regions and among other interested developing countries.
46. RBA collaboration and other partnerships. Given the limited availability of resources, IFAD will seek to develop partnerships and make use of existing channels for delivering on its SSTC objectives in the most cost-effective way. At the global level, partnerships – in terms of both technical and financial cooperation – will be sought with IFIs, Member States, United Nations agencies, regional organizations, bilateral cooperation agencies, national public banks, the private sector, NGOs and civil society. In particular, collaboration among the RBAs will be a key pillar of IFAD's SSTC activities.
47. For example, IFAD could seek to collaborate with WFP in a number of ways, including: replicating or otherwise creating joint centres of excellence in the field, co-sponsoring events, or generating and analysing evidence on topics of common interest (such as food security or nutrition). Similarly, with FAO, IFAD could seek to

find opportunities to collaborate on knowledge-sharing platforms (FAO's South-South cooperation gateway or IFAD's rural development solutions catalogue), to develop learning arrangements with the FAO Investment Centre, or to partner in the area of embedded technical assistance to connect FAO's SSTC technical assistance facilities with IFAD-funded projects. Furthermore, there is also scope to partner with both FAO and WFP to jointly design and roll out SSTC activities within the context of IFAD's lending or grant programmes.

Figure 1  
Ongoing, enhanced and new SSTC activities

		SSTC Instruments and Activities		
		Existing	To Improve	New
Technical cooperation	Exchanges, Study tours and Learning Routes			
		Events		
			Embedded technical assistance	
		Communities of Practice		
		Policy dialogue platforms		
			Regional learning centres	
		Rural development solutions catalogue		
		Evidence creation		
Investment promotion		Twinning		
		Co-financing facilitation		
			Private sector finance partnerships	
			Mapping and data	
			Events	

48. Institutional architecture for SSTC. SSTC is multidisciplinary, high-profile item on IFAD's corporate agenda, requiring close collaboration and coordination among divisions and departments, including operations, resource and partnership mobilization, knowledge management and communication. As such, IFAD's SSTC activities will be conducted at various levels by a range of units and staff. A snapshot of mutually reinforcing roles and responsibilities of the different organizational units is provided below:

- Programme Management Department. As articulated in 2011 under IFAD's flexible, diversified and decentralized approach to SSTC, PMD will remain primarily responsible for conceiving, designing, supervising and otherwise supporting SSTC activities undertaken at the regional, country and project levels. More specifically, Policy and Technical Advisory Division has an important role in producing knowledge products (such as "How To" notes) and leading the corporate initiative of scaling up successful approaches and technologies. The Department's regional economists, portfolio advisers and knowledge management focal points play an essential role in assessing knowledge needs and identifying new areas of investment demand from developing countries.
- Global Engagement, Knowledge and Strategy Division (GKS). Located in the Strategy and Knowledge Department, GKS will help coordinate SSTC activities at the corporate level, promoting the uptake of solutions and resources worldwide and inter-regionally, representing IFAD institutionally at global events

as necessary, and, in cooperation particularly with the Operational Programming and Effectiveness Unit and RIA, providing tools necessary for monitoring, assessing and reporting on SSTC activities.

- Partnership and Resource Mobilization Office (PRM). Working in close collaboration with PMD and GKS, PRM creates relationships and partnerships to fulfil the Fund's role as a resource mobilizer. It will in particular help the Fund identify and mobilize resources from alternative sources for SSTC.
- Other corporate units. The Communications Division, Information and Communications Technology Division, Office of the General Counsel and the Office of Budget and Organizational Development will also, as needed, make contributions and provide support cutting across all roles and geographic classifications.

### III. Mainstreaming SSTC

49. The basic tenet of IFAD's approach to SSTC during the IFAD8 and IFAD9 periods involved pursuing a decentralized, customized and flexible approach with respect to SSTC, tailoring interventions to the specific needs of client countries and targeted rural populations. As noted in the 2016 IOE ESR, the initiatives developed under that approach "demonstrated the strengths of IFAD in supporting peer learning among rural champions and their allies, generating what are considered as good practices and successes in a number of cases". This core principle will therefore remain a key element of IFAD's SSTC in the future.
50. At the same time, several new elements will be introduced to support better mainstreaming of SSTC into country programming. The goal of taking a more organized approach is not to centrally plan SSTC activities in a top-down manner; rather, the theory of change underlying mainstreaming efforts is that by creating an internal environment where previous and ongoing SSTC activities are adequately funded, known, monitored and catalogued, and opportunities for future SSTC activities are anticipated, planned and budgeted for, the Fund will be better positioned to deliver increased productive capacities, benefits from market access and climate resilience for poor rural people. IFAD will maintain as lean a central structure as possible and ensure that the majority of its resources are channelled to the front-line, where SSTC actually occurs. Specifically, and as depicted in figure 2, to fully mainstream IFAD's approach to SSTC, the Fund will enhance its efforts in the following five areas:
- (i) Strengthening corporate-wide synergies. Pursuant to its IFAD9 commitment, the Fund created an SSTC coordination function within the Strategy and Knowledge Department. However, the IOE ESR recommended the consideration of greater in-house coordination arrangements and interdivisional collaboration (see annex III). In response to this recommendation (see IFAD Management Response<sup>8</sup> to the ESR), Management will establish an interdepartmental working group on SSTC (IWGS), convened by GKS, which will include representatives of every division and unit in PMD as well as PRM, Communications Division, and Information and Communications Technology Division.

The IWGS will support mainstreaming by creating a singular IFAD body for consistently sharing information about ongoing and planned activities and for jointly preparing activities, initiatives or products as needed. For example, the IWGS can support efforts to establish processes to ensure the quality of solutions, technologies and technical assistance to be shared via IFAD-funded mechanisms. As an information sharing body, the IWGS will have no mandate to direct or guide specific regional or country-level activities.

<sup>8</sup> <https://webapps.ifad.org/members/ec/92/docs/EC-2016-92-W-P-5-Add-1.pdf>.

- (ii) Providing incentives for mainstreaming. The SSTC team in GKS will strive to create incentives for staff throughout IFAD to integrate SSTC into their day-to-day activities as well as for those who have already been pioneering SSTC. Specifically, these will include: (a) technical guidance and inputs during the preparation of COSOPs and, on a more selective basis, of project and grant designs; (b) technical guidance and inputs in support of the design and implementation of regional SSTC activities (e.g. exchanges, events and CoPs) to be determined with each region on a semi-annual basis via the IWGS; (c) the provision of support to PMD regional divisions, grant recipients and projects to assist in the documentation of innovations and experience financed and promoted by IFAD-supported projects; and (d) the creation of an annual SSTC innovation award, with prizes to be awarded to an IFAD staff member, a Member State and a partner organization to recognize, acknowledge and reward their contribution to SSTC.
- (iii) Strengthening integration with design processes and systems for monitoring, assessment and reporting. In particular, GKS will work closely with the Operational Programming and Effectiveness Unit, Quality Assurance Group, RIA and others concerned to improve internal monitoring, assessment and reporting systems. An initial step already taken was to modify the template for COSOPs to be prepared in IFAD10 and beyond, which now includes a specific section related to SSTC.
- Next steps could include: (i) identifying and adding basic SSTC indicators/reporting functionality in the online results management system, a web-based platform for producing and linking core operational templates;<sup>9</sup> (ii) reviewing aspects of core operational processes – such as the Operational Strategy and Policy Guidance Committee, the PMD Management Team, and the quality enhancement and quality assurance review processes, as well as project and grant supervision, completion and portfolio review exercises – to identify opportunities for strengthening guidance and embedding SSTC activities without adding onerous requirements; (iii) reviewing IFAD reporting systems to identify opportunities for recording basic aggregated information about SSTC activities (number of activities undertaken, amount of funding per activity, etc.); (iv) the creation of a dedicated annual publication on SSTC, for documenting activities, results and lessons learned from IFAD's experience; and (v) the introduction of a section on SSTC into the Report on IFAD's Development Effectiveness.
- (iv) Leveraging corporate decentralization. SSTC mainstreaming will benefit from the planned expansion of IFAD Country Offices and subregional hubs. In particular, subregional hubs – through their additional staff resources, increased profile and stepped-up country and regional engagement activities – will offer an enabling environment to build partnerships, test new initiatives, undertake client knowledge needs assessments, facilitate exchanges and host events and other activities.
- (v) Establishing a multi-donor funding support mechanism for SSTC. In addition to continuing to fund SSTC activities through established channels (administrative budget allocations in support of country, regional and corporate activities or functions and the programme of loans and grants), going forward, IFAD could seek to establish a multi-donor funding support mechanism or facility to enable the Fund to bring its SSTC activities to greater scale.

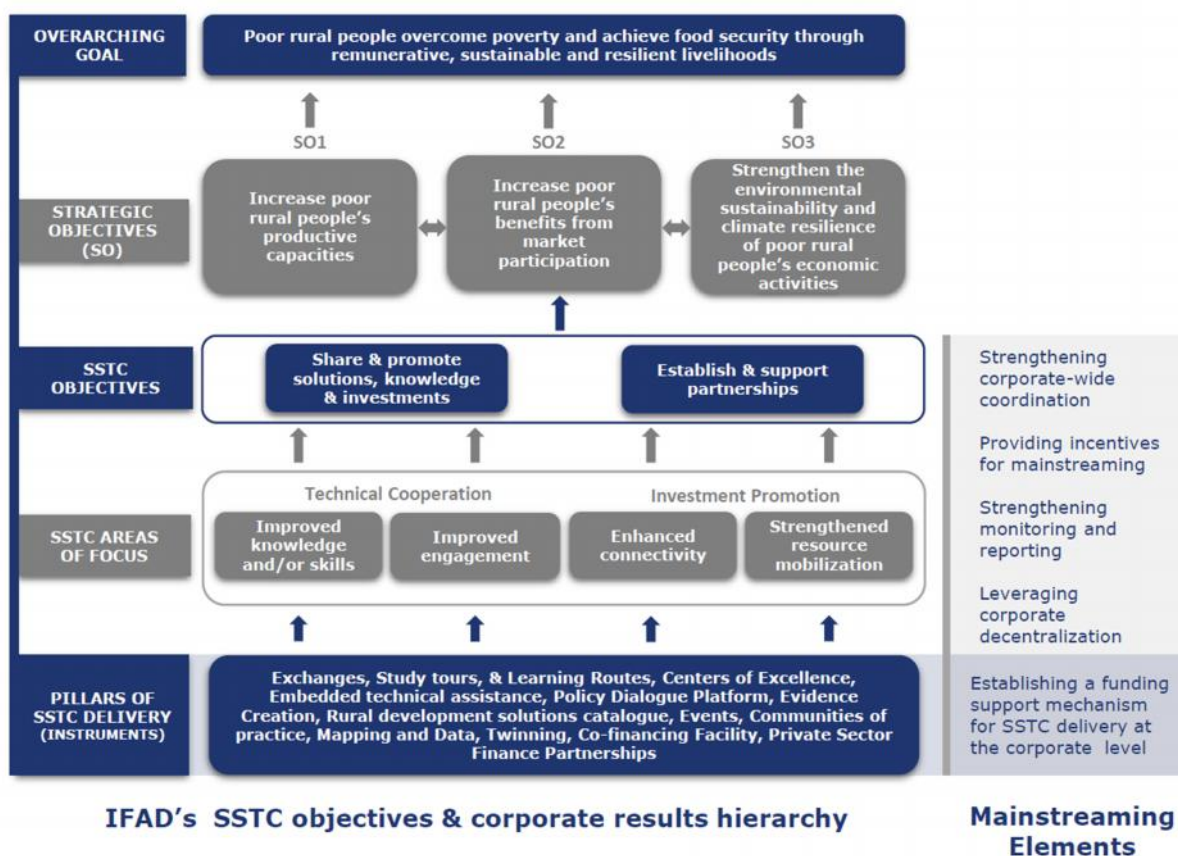
Such a facility would not be funded using replenishment resources (core or unrestricted complementary contributions), but would rather be supported by

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<sup>9</sup> To include some or all of the following: COSOP, project design, grant design, supervision, midterm review and project completion templates.

one or more of the following elements: (i) supplementary funding contributions from Member States and other donors; and (ii) soliciting in-kind and human resource contributions – such as secondments, associate professional officers, sponsorships and other arrangements – which would increase IFAD’s ability to deliver SSTC at the corporate level without involving the transfer of financial resources per se.

Figure 2  
Mainstreaming activities will support IFAD’s corporate SSTC Objectives



#### IV. Conclusion

51. SSTC is an ever more integral component of IFAD’s overall operating model, complementing other existing tools and instruments for pursuing the Fund’s mandate. Therefore, a more coherent and organized corporate approach to SSTC, supported by the mainstreaming elements outlined above, offers concrete opportunities to strengthen the development effectiveness of the Fund.
52. SSTC activities will be anchored in IFAD’s Strategic Framework 2016-2025 and COSOPs, and guided by commitments made within the Fund’s governing bodies (e.g. in the context of replenishment consultations). On the one hand, by implementing the approach, IFAD will be well-positioned to better leverage, promote and bring to greater scale a number of the traditional SSTC interventions and innovations that have been recognized as particularly successful development tools.
53. On the other hand, by piloting new instruments and partnerships in the areas of technical cooperation and investment promotion, IFAD will seek to raise its level of ambition for harnessing SSTC as an instrument for improving the livelihoods of rural people and their organizations.

54. Taken in aggregate, these activities are fully supportive of, and complementary to, the Fund's development objectives outlined in the Strategic Framework 2016-2025 and constitute a path for reasserting IFAD as a champion of SSTC in the rural development space.



## Indicative list of IFAD SSTC activities

1. Many of IFAD's SSTC activities have been supported by lending operations and global, regional and country grants. The following are some of the most significant and successful examples.

### Global level

2. Across regions. Since 2006 the IFAD-cofinanced Learning Routes Programme, created and implemented by the Regional Programme for Rural Development Training (PROCASUR), has been creating knowledge-sharing opportunities for both smallholder farmers and big international organizations. Through this programme, which promotes in-the-field training, workshops, interviews and other learning activities, PROCASUR and its partners have implemented over 40 learning routes. The programme has directly reached and worked with people in the field in 15 countries in Africa, Asia and Latin America, and has helped more than 650 direct users share their knowledge, traditions and agricultural innovations. It is estimated that these efforts have indirectly benefited some 4,000 rural people. Currently, there are more than 170 organizations involved in the learning routes method, including community organizations, governments and rural associations.

### Regional level

3. Europe and the Middle East. In 2013 an IFAD grant-funded development of East-East "corridors" of technical exchange, among a number of countries in the region (Algeria, Egypt, Hungary, Morocco, Turkey and Uzbekistan), regarding water preservation technologies, cultivation of water-efficient crops and cattle-breeding. Transfers from Arab States to Central Asia and Eastern Europe focus on sustainable water resource management; transfers from Hungary to the Arab States and Central Asia focus on biotechnology; transfers from Turkey to the Arab States and Central Asia focus on management of agricultural cooperatives.
4. Africa and Latin America. In 2010 IFAD cofinanced the creation of EMBRAPA's Agricultural Innovation Marketplace in Africa and Latin America. This mechanism – which uses an online platform to provide grant funding on a competitive basis – helps development practitioners and researchers in Africa and Latin America solve specific problems or test possible solutions drawing on Brazil's agricultural expertise.
5. Africa and Asia. In the period 2011-2014, the grant project Promoting South-South Cooperation with China in Poverty Reduction through Knowledge-Sharing built an SSTC platform to generate and facilitate a learning process and opportunities for collaboration among regional and global partners. The project organized six workshops (averaging about 100 participants from 25 countries per workshop), including the final workshop – the first one in Africa – in Mozambique. In addition, exchanges at district and provincial levels were organized in which development professionals from Africa, Asia and Latin America learned about Chinese rural development policies.
6. Asia. In 2010 and 2011, IFAD financed two interregional workshops, in Bangladesh and in Mongolia, with a focus on microfinance and livestock. In the case of Bangladesh, a study tour developed for eight Afghans focused mainly on the role of microfinance services in the country's agriculture and livestock sector. The workshop in Mongolia included participants from several countries across regions, and mainly focused on livestock, rural finance and microfinance, and value chain development.
7. ROUTASIA, a strategic partnership between IFAD and PROCASUR, has been developed to connect farmers and their innovations with governments, project officers, supporting agencies and other farmers to exchange knowledge and build capacity in the Asia-Pacific region. By joining 19 IFAD-supported projects in the region, this programme boosted valuable partnerships in peer-to-peer learning in

various countries, including: Bangladesh, Cambodia, the Lao People's Democratic Republic, Nepal, Thailand and Viet Nam. In 2014-2015, ROUTASIA trained and mobilized over 100 local champions and had their competencies upgraded.

8. South America. IFAD was an initial investor in MERCOSUR'S Commission on Family Farming (REAF), a platform that facilitates discussions and exchanges of public policy approaches on food security and other family farming topics at national and regional levels. South-South agreements signed during REAF have supported the transfer of agricultural know-how and technology, as well as finance, to allow Southern Cone countries to support smallholder farming.

#### Country level

9. Argentina and China. In the period 2013-2015, delegations from IFAD's Xinjiang Uyger Autonomous Region Modular Rural Development Programme in China visited IFAD-supported projects in San Juan province, Argentina, and vice versa. Following these exchanges, entry points for cooperation were identified, including: (i) sharing technical expertise on vineyard management and organizational experiences in developing cooperatives and producers' groups – from San Juan to Xinjiang; (ii) sharing experiences on sustainable groundwater management and renewable energy technical facilities (e.g. solar and wind energy) – from Xinjiang to San Juan; (iii) exploring direct business cooperation in the sale of agroproducts; and (iv) organizing additional cultural exchange activities. Following the successful visits, the two provinces are considering formalizing the collaboration in a twinning arrangement.
10. Lao People's Democratic Republic and Republic of Korea. In 2014 an IFAD grant facilitated an exchange between a delegation from the National Assembly of the Lao People's Democratic Republic (composed of members of the Parliament, directors-general and heads of offices) and Republic of Korea public and private institutions. The exchange focused on best practices for a better participatory policy development process. As a result, the Lao delegation was able to draw a relevant number of lessons regarding: (i) public consultation at the local level through participatory planning and budgeting; (ii) mechanisms for managing and resolving disputes; and (iii) social and environmental protocols for better design, execution and evaluation of rural infrastructure development projects.
11. Peru and Rwanda. In 2010 PROCASUR organized a learning route for Rwandan IFAD project staff in Peru. The purpose was to enable staff members to learn about Peru's local resource allocation committees and community competitions – a method used in the IFAD Peru portfolio to transfer resources directly to communities. Six Rwandan rural development professionals visited the southern highlands of Peru, together with a group of 40 participants involved in the learning route itself.
12. Guatemala, India and Madagascar. From 2009 to 2012, a shared project financed by the private sector (a consortium of five European distributors) tested a new approach – simultaneously in Guatemala, India and Madagascar – to the design and dissemination of micro-irrigation technology. South-South collaboration and knowledge exchange featured in the project design. A learning event held in Madagascar, which was attended by project teams from the three pilot countries, helped create a knowledge base to facilitate mainstreaming and scaling up of the approach across IFAD's portfolio and that of partner organizations in each country.
13. Mauritania and Morocco. Beginning in 2007, a technical exchange programme – which started out as a grant – was later scaled up into loan-financed activities in the Oasis Sustainable Development Programme in Mauritania. Instead of using more-conventional farmer extension services, four couples of experienced Moroccan extension specialists went to stay for six months with Mauritanian couples living in an oasis environment to teach them about diversification of vegetable and fruit production and nutrition. They trained 52 oasis dwellers, of which 14 (including

three women) were then selected to transfer knowledge to other oases covered by the programme.

14. Kenya and Rwanda. In 2012 an IFAD grant-supported installation and testing of flexi-biogas digester systems on farms in Kenya. These systems generate cooking energy from methane gas produced by cow dung. Based on initial field results, the technology was then transferred to farms in an IFAD project in Rwanda and requests for field testing have continued. The technology has also been tested in India, Mali, Sao Tome and Principe, and Viet Nam.
15. Mali and Rwanda. In 2016 a team from the Fostering Agricultural Productivity Project in Mali – financed by the Adaptation for Smallholder Agriculture Programme – visited the Kirehe Community-based Watershed Management Project in Rwanda to observe the installation and management of flexi-biogas systems. The team from Mali was composed of members of the project implementation unit, implementing partners and farmer beneficiaries. As a result of the visit, a technical assistance mission was organized to enable two Rwandan technicians to train Malian entrepreneurs in the construction of mixers and underground pipes. This resulted in improved technical quality of the Malian biogas systems and in local capacity development.
16. Burundi, Madagascar and Rwanda. Recognizing that the system of rice intensification (SRI) is a successful, low-input approach to rice cultivation, in 2006 IFAD facilitated a learning visit by Malagasy SRI farmers to Rwanda. In 2008 and 2009, IFAD collaborated with the World Bank Institute and Cornell University to capitalize on its experiences in the approach. By 2014, SRI was being practised in all Rwandan marshlands where rice is grown and, due to farmer exchanges, has now also spread to neighbouring Burundi. One successful innovation – acknowledged as one of the 18 “Best Practices” winners during Italy’s Expo Milano 2015 – was the wider spread of accumulated knowledge from Burundi, Madagascar and Rwanda through a series of four instructional films used as a farmer-to-farmer knowledge-sharing tool.

## Lessons learned during IFAD8 and IFAD9

1. In 2011 the Fund prepared a document entitled South-South cooperation in IFAD's business model, which: (i) highlighted the Fund's decentralized, flexible and diversified approach; (ii) acknowledged that IFAD's SSTC activities were largely focused on knowledge transfer related to pro-poor rural development; and (iii) noted the need to mainstream SSTC in the Fund's activities. This approach to SSTC served the institution well during the IFAD8 (2010-2012) and IFAD9 (2013-2015) periods, with the Fund piloting new corporate-level SSTC activities, including: participating in and hosting thematic events and preparing prototype approaches to cataloguing and monitoring IFAD's SSTC activities.
2. Concurrently, the Fund also benefited from efforts to consider what more could be done to strengthen its overall delivery of SSTC activities at the corporate level. In February 2015, in the context of the IFAD10 replenishment consultations, the Fund made a commitment that, during the IFAD10 period: (i) 50 per cent of all COSOPs would include an approach to SSTC; and (ii) IFAD would strengthen monitoring performance on South-South cooperation. In 2015, the Fund received a pledge of US\$5 million in unrestricted complementary contributions from the Government of China to be used to support IFAD's SSTC activities; moreover, in May 2016, IFAD signed a memorandum of understanding with China defining areas for future collaboration. Throughout 2016, in the context of COSOP formulations, IFAD engaged with the Governments of Brazil, India and Indonesia to identify areas of partnership with respect to SSTC. In July 2015, IFAD convened a global round-table discussion on South-South and Triangular Cooperation with Member State representatives and global partners to identify how IFAD's corporate SSTC function must evolve. In 2016, IOE prepared an ESR on non-lending activities in the context of South-South cooperation, which made five recommendations for reform. Following these opportunities for reflection, six lessons for strengthening IFAD's corporate approach have emerged:
  - (i) The Fund's level of ambition with respect to the delivery of SSTC activities at the corporate level can be raised. In recent years, the profile, amount of and financial resources attached to SSTC activities worldwide has burgeoned. In the context of this growth, IFAD's development partners have launched new approaches to promoting SSTC. FAO has created donor-funded facilities to increase the flow of cross-border technical assistance. WFP has expanded its centre of excellence model from Brazil to China, and soon India. The World Bank Group launched a US\$15-million South-South Facility, and new forums for dialogue such as the Investing in Africa Forum. The African Development Bank launched an SSTC Partnership Facility with Brazil, and the Inter-American Development Bank's Mexico Development Fund is experimenting with crowdsourcing funding to match supply and demand for development solutions in the (LAC) region. In this context, scope remains for IFAD to work within its mandate and modest budget to "push the envelope" to develop new partnerships (with Member States, RBAs and others) and innovations in the field of SSTC.
  - (ii) IFAD's experience facilitating peer-to-peer exchanges is well regarded and well established; traditional knowledge transfer activities can now be deepened (through adoption, adaptation, scaling up and better coordination across regions) to increase their impact. IFAD has a solid track record of investing in innovative SSTC activities through its grants windows. For example, several IFAD-funded initiatives in the LAC region – including PROCASUR, REAF and the Agricultural Innovation Marketplace of EMBRAPA – have been acclaimed by the international community. According to the 2016 ESR, these initiatives "have indeed demonstrated the strengths of IFAD in supporting peer learning among rural champions and their allies, generating what is considered as good

practices and successes in a number of cases." Moreover, the "likelihood of achieving impact is especially high where grants are strategically embedded in, or at least linked to, regional integration processes and their formal bodies."

- (iii) A platform for sharing rural development solutions is absent from the global development landscape. During the round-table discussion in July 2015, participants confirmed that a global platform for sharing solutions and knowledge in the "rural space" is currently lacking. Spearheading the development of such a platform – an "eBay of knowledge" in the rural sector – could add value to the global community by providing a standardized mechanism for disseminating and accessing development solutions. One recommendation of the 2016 ESR confirmed this assertion, noting: "IFAD's role as a rural knowledge broker can be strengthened by enhancing the quality, quantity and accessibility of the knowledge it offers, in particular based on the wealth of experiences and solutions generated from Southern partners of IFAD-financed investment projects. This requires a solid operational framework and enhanced staff capacity for capturing, validating, packaging and making knowledge available in ways that ensure quality, relevance and adaptability."
- (iv) More attention can be given to the diversity of roles IFAD can play when seeking to leverage the benefits of SSTC activities. Specifically, the Fund serves as: (a) a capacity-builder providing support (funding and other resources) to public and other institutions – at the global, regional, subregional, country and field level – to strengthen their ability to harness and project South-South cooperation activities; (b) a broker spearheading efforts to identify, promote, transfer and encourage the uptake of proven rural development solutions, experiences, private-sector linkages and financial resources; (c) a convener using the Fund's global reach and brand as a platform for promoting SSTC approaches, innovations and partnerships; (d) a resource mobilizer using its own resources to support SSTC, and seeking to channel other resources (intellectual, human and financial) to expand engagement in this area; and (e) a data analyst creating an evidence base to assess the contribution of SSTC as a development tool.
- (v) There is demand for IFAD to broaden and diversify its support for SSTC, especially among MICs. The 2016 ESR acknowledged IFAD's recent pilots that provide grants to some MICs interested in sharing local knowledge, with a focus on supporting them in capturing, packaging and sharing their experiences. The ESR also noted additional opportunities to support MICs, including: (i) mapping and disseminating opportunities for MIC governments and private companies to invest in agricultural development in developing countries; and (ii) supporting governments interested in co-investing in IFAD-financed projects in another country.
- (vi) There is a need to fully mainstream SSTC operations in all aspects of IFAD's portfolio. While such mainstreaming began during IFAD9, with the creation of a corporate-level SSTC coordination function and allocation of human and financial resources to sustain a steady stream of activities, the 2016 ESR noted that, to date, "strategic mainstreaming of SSC into country programmes still remains incipient". Going forward, the ESR noted scope to refine IFAD's institutional architecture to enable it to: (a) identify key areas of demand for SSTC activities at the COSOP formulation stage; (b) consistently consider opportunities for mutual learning in lending projects at the project design and grant design stage; (c) link South-South exchanges, supported through regional and global grants, to the country-level policy engagement agenda; and (d) track and monitor SSC activities and initiatives more systematically. IFAD may well need to explore possibilities for identifying and allocating additional funds to accomplish these activities.

## Recommendations of the Independent Office of Evaluation of IFAD<sup>10</sup>

<i>IOE recommendation</i>	<i>Implementation of recommendation</i>
1. Provide conceptual clarity and practical guidance at corporate level for IFAD's support to SSC	Formulation and completion of IFAD's Approach to South-South and Triangular Cooperation paper
2. Better mainstream SSC in country programming through a structured approach	Identification of five areas of reform to support the mainstreaming of SSTC (section III, mainstreaming SSTC, para. 49)
3. Systematically build up a catalogue of rural development solutions and provide a platform to make them accessible	Identification of a rural development-solutions catalogue as a key tool to enhance connectivity among development actors (section II, IFAD's Approach to SSTC, para. 31)
4. Give consideration to greater in-house coordination arrangements and interdivisional collaboration	Establish interdepartmental working group on SSTC as a key element of the mainstreaming initiative (section III, mainstreaming SSTC, para. 49[i])
5. Continue pursuing opportunities to collaborate with the RBAs in a practical manner at corporate and country levels	Recognition of the need to deepen collaboration with the RBAs as a key element of IFAD's approach to building partnership in South-South collaboration (section II, IFAD's Approach to SSTC, para. 45-46)

<sup>10</sup> IOE, Evaluation synthesis on non-lending activities in the context of South-South cooperation (Rome, IFAD – June 2016).