



Federal Ministry
for Economic Cooperation
and Development

Triangular cooperation in German development cooperation

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01 Current global challenges

The COVID-19 pandemic has led to a sense of uncertainty worldwide, and it has been a stark reminder to all countries of the urgency of looking for equitable new answers to global challenges in areas such as climate action, sustainable supply chains, and social protection. This means there is a need for more cross-border cooperation, global solidarity, and innovative thinking.

International cooperation is undergoing a transformation. Cross-border challenges require cross-border solutions and the capacity to act globally, based on strategic partnerships for global goals, effectiveness, and harmonised local action. The international community needs new forms of cooperation that combine policymaking and action. Triangular cooperation is one way of addressing these needs.¹ Triangular cooperation is defined as a cooperation project that is jointly planned, financed and implemented by one developing beneficiary country, one pivotal partner and one facilitating partner. The latter two may be either industrialised or developing countries.

The **2030 Agenda** for Sustainable Development is the key global document that summarises the challenges and goals for the 21st century. It calls for more international partnerships, new modalities and innovative instruments to complement existing forms of cooperation. In the spirit of the 2030 Agenda, it can be said that, regardless of income, no country is too poor to give, and no country is too rich to learn. Triangular coopera-

tion, being one modality for Sustainable Development Goal 17 (Partnerships for sustainable development), offers an opportunity to engage in practical ways to link North-South and South-South cooperation.²

The outcome document of the United Nations Conference on South-South Cooperation held in Buenos Aires in March 2019 (**BAPA+40**) provides vital guidance in this regard. It is the first document ever to applaud the fact that triangular cooperation complements South-South cooperation and adds value to it because it makes it possible for beneficiary countries to access a broader range of resources, expertise and capacities required for them to achieve national and internationally agreed goals.

We further recognize that triangular cooperation complements and adds value to South-South cooperation by enabling requesting developing countries to source and access more, and a broader range of, resources, expertise and capacities, that they identify as needed in order to achieve their national development goals and internationally agreed sustainable development goals.

(Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation, paragraph 12)

¹ See, for example, Stephan Klingebiel and Victoria Gonsior (2020).

² Langendorf et al. (2012), p. 27

The document also underlines that triangular cooperation fosters partnerships, mutual understanding and trust between those involved, and that it helps to strengthen country systems. Triangular cooperation fosters horizontal relationships between partners, with all sides contributing something, learning from each other and taking joint action. The Global Partnership Initiative on Effective Triangular Co-operation (GPI) takes a similar view of this:

Triangular co-operation contributes to core principles of the 2030 Agenda, such as leaving no one behind. (...) The diversity of actors in triangular co-operation leads to a greater wealth in approaches and fosters co-creation and innovation. Thus, partners in triangular co-operation could achieve greater results than the sum of their interventions would have yielded.³

Thus, greater use is to be made of triangular cooperation in development cooperation.

In accordance with the results of the "BMZ 2030" reform process, the Federal Ministry for Economic Cooperation and Development (BMZ) is therefore working to strengthen joint action by donors⁴, thus pursuing coordinated efforts with other countries and players to achieve global sustainability goals.⁵ This includes triangular cooperation. One special feature of Germany's triangular cooperation is that Germany also works together with partners in emerging countries⁶ and builds on their efforts in the field of South-South cooperation. This means that triangular cooper-

ation is an interesting option for those countries in particular with whom Germany is phasing out its bilateral development cooperation. Mutual learning and the pooling of resources and knowledge facilitate the development of new, context-appropriate solutions.

The present position paper provides an overview of the strategic guidelines, conceptual basis, goals and possible next steps with regard to triangular cooperation. The paper serves as guidance and as a binding document for the BMZ and its implementing organisations as they plan and implement related projects.

Experience with triangular cooperation has been gained in many countries across all continents. Germany is one of the largest bilateral DAC donors in this field.⁷ It has now been involved in more than 150 projects, through which it has helped to launch many development processes and achieve tangible results.⁸ Relevant efforts have addressed a broad range of sectors, from governance to preventive health care and food security all the way to environmental protection, climate action and support for sustainable economic activity, building on the broad range of activities under German development cooperation. There are numerous projects that involve multilateral and regional organisations, local and regional authorities, and nongovernmental partners from the private sector, civil society, and academia.

³ GPI, *Triangular Co-operation in the Era of the 2030 Agenda: Sharing evidence and stories from the field*, 2019.

⁴ The term "donor" has been the subject of critical discussion for some time (see, for example, Sebastian Haug, 2020) because the word is associated with a relationship marked by one-sided dependency of a recipient on a donor. This is not what is meant by the term here. Rather, what is meant by "donors" is partners who contribute to development processes, regardless of their geographical location and power. Based on this definition, the notion of joint action by donors is also appropriate with regard to triangular cooperation.

⁵ See the report [in German] on the outcomes of the "BMZ 2030" reform process, BMZ (ed.), *Gemeinsam weiter Zukunft denken* (Bonn/Berlin: June 2021), pp. 14f.

⁶ There is no clear international definition of the terms "emerging economy" and "emerging country". They are used to describe countries whose economic performance and other development indicators have shown a positive trend over the last few decades. There are no clearly defined thresholds above which a country is considered an emerging country or emerging economy. In this paper, the term "emerging countries" will be used. For more information on the related discussion, see, for example, Haug (2020).

⁷ Triangular cooperation is not a new approach in Germany's development cooperation. The first pilot initiatives were launched in the mid-1980s, for example with China in Africa.

⁸ This is also highlighted in the evaluation of triangular cooperation as an aid modality carried out by the German Institute for Development Evaluation (DEval), especially with regard to cooperation with partners in Latin America and with regard to results in terms of the political-strategic dimension, whereas the effects of triangular cooperation could still become more pronounced when it comes to the programmatic-thematic dimension.

Internationally, Germany is part of various multilateral fora on triangular cooperation. This includes, in particular, the United Nations (UN), the Organisation for Economic Co-operation and Development (OECD), the Global Partnership Initiative on Effective Triangular Co-operation (GPI) and the Ibero-American Program for Strengthening South-South Cooperation run by the Ibero-American General Secretariat (SEGIB).⁹

Results of triangular cooperation

Triangular cooperation ...

- *builds partnerships for global sustainability goals.*
 - *facilitates horizontal cooperation with emerging and developing countries and strengthens shared global responsibility.*
 - *facilitates innovation through the pooling of knowledge of partners who otherwise rarely work together.*
 - *provides a practical basis for political dialogue.*
 - *harmonises contributions from North-South and South-South cooperation.*
-

⁹ PIFCSS: Programa Iberoamericano para el Fortalecimiento de la Cooperación Sur-Sur; SEGIB: Secretaría General Iberoamericana

02 Definition; objectives; our approach

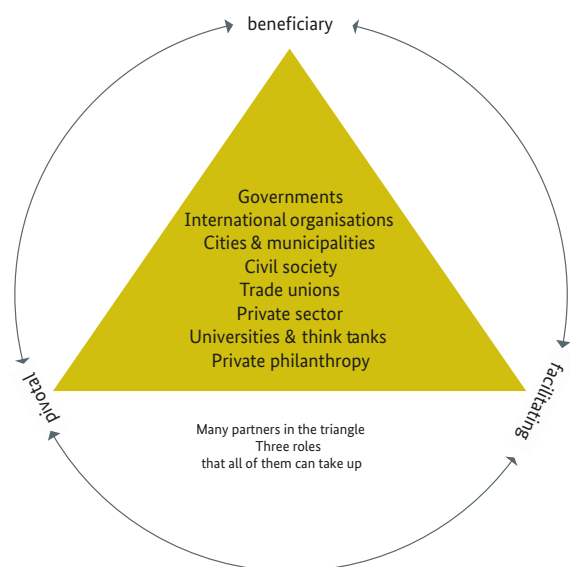
Over the last ten years, the definition of triangular cooperation has developed dynamically. In German development cooperation, the definition put forward by GPI is used.¹⁰ This definition is also the basis required by the OECD-DAC for reporting ODA in this field.¹¹

According to that definition, triangular cooperation is a cooperation project that is jointly planned, financed and implemented by one beneficiary partner, one pivotal partner and one facilitating partner.

Without defining specific roles for the countries involved, the DAC defines the types of country as follows:

- (i) a **beneficiary partner**, which has requested support to tackle a specific development challenge and which is an ODA-eligible country;
- (ii) a **pivotal partner**, which has relevant domestic experience of addressing the issue in a context similar to that of the beneficiary country and shares its financial resources, knowledge and expertise; and
- (iii) a **facilitating partner**, which may help connect the other partners and supports the partnership financially and/or with technical expertise.¹²

Figure 1: Three roles in triangular cooperation



Source: Design by BMZ based on GPI 2019, p. 15

The **selection of partner countries** for triangular cooperation is based on the strategic goals and the definition. The first key requirement is that the beneficiary country be part of the DAC list of ODA recipients. The pivotal partner may at the same time be a strategic partner (for example, a

¹⁰ GPI (2019), p. 15.

¹¹ OECD DAC Working Party on Development Finance Statistics (2021), sections 390–394, pp. 90f. Official Development Assistance (ODA) is provided to developing countries and/or developing country nationals, or to international organisations for the benefit of developing countries, with the main goal of fostering economic and social development. Whether a country is considered a developing country is based on a list issued by the OECD on the basis of World Bank income criteria. If a country's income is so high that the country is categorised as a high-income country for three years in succession (the current threshold is a per capita gross national income level of about 12,000 US dollars), the country graduates from the DAC country list and assistance to that country no longer counts as ODA.

¹² See also, for example, OECD (2018), *Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation*, Paris: OECD, p. 8.

BMZ Global Partner¹³). That partner need, however, not necessarily be an ODA recipient as long as the beneficiary country is an ODA recipient. Rather, for the role of pivotal partner special attention is also to be given to countries that are particularly important for the partner countries of Germany that are involved in the triangular cooperation effort. The current BMZ country list serves as guidance. A common understanding of central aspects of cooperation is the basis for working together, and the cooperation, in its turn, further reinforces such a common understanding.

Triangular cooperation is a distinct modality of development cooperation and international cooperation. It has its own requirements in terms of the design of cooperation and the planning and implementation of projects.

Roles are not firmly tied to specific countries, so that each of the partners involved may be the beneficiary, knowledge bearer or facilitator.¹⁴ The partners who plan and implement a joint project develop their roles dynamically in the course of their cooperation. In doing so, they generate added value compared to bilateral cooperation: all sides learn, share their experience and knowledge, and take on responsibility. All efforts are guided by the development strategies defined by the beneficiary partner.

Possible partners for triangular cooperation (apart from the cooperation agencies of the countries involved) include line ministries and specialised organisations responsible for the thematic area addressed by a given project; local and regional authorities; organisations from the areas of private sector, civil society, and academia; multilateral and regional organisations; and private charitable organisations such as foundations. This means that there is a considerable

number of possible partner organisations, and the number of countries involved need not necessarily be limited to three.

One important prerequisite for triangular cooperation is a **conducive environment** for international cooperation in each of the countries involved. Aspects that play an important role in this regard include national strategies and institutions (such as cooperation agencies and units), information systems, financing mechanisms, and implementing skills and capacity.

Over the last few years, many countries have further enhanced their institutions and capacity for the coordination of international (development) cooperation. Triangular cooperation helps to strengthen national systems for international cooperation. Jointly implementing a project offers ideal conditions for learning with regard to many practical questions concerning the coordination of development cooperation. The experience and findings gained from triangular cooperation provide guidance for the further development of development agencies and implementation skills, and they are used for national information systems and strategy development.

Objectives of triangular cooperation

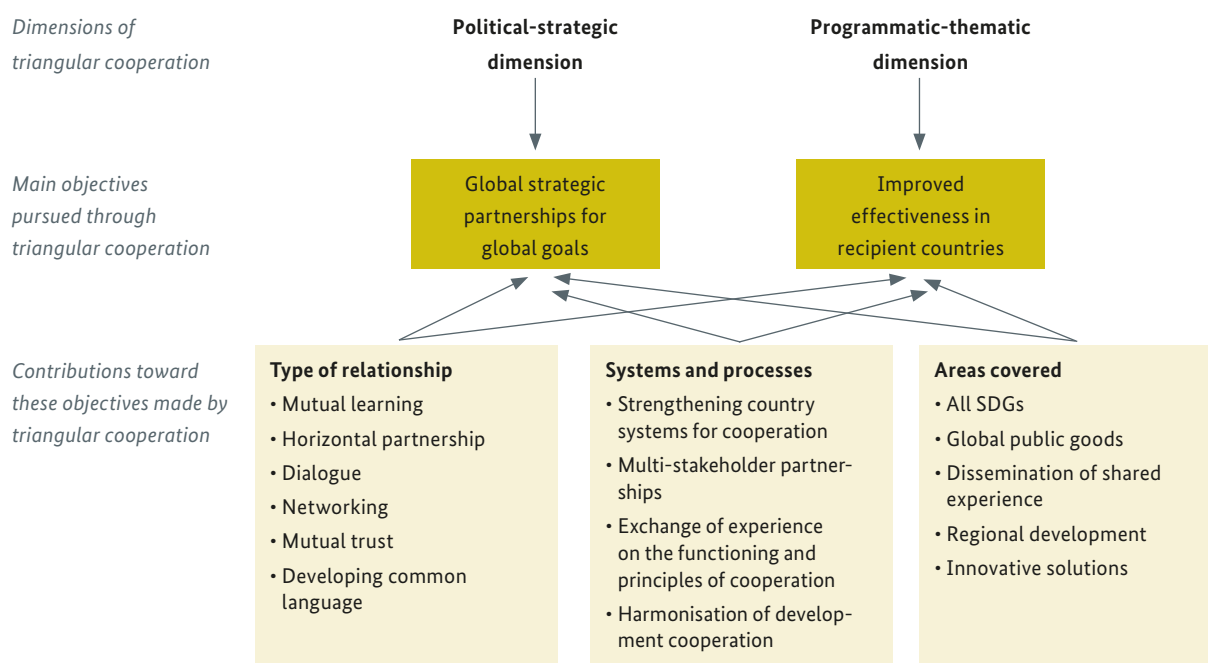
Triangular cooperation offers a variety of opportunities¹⁵ for all partners. Ideally, these opportunities should lead to a win-win-win situation for all partners, with synergies being generated through their joint efforts. The partners involved in triangular cooperation generally have different motives and pursue different interests. Based on this understanding, triangular cooperation is a modality that is well suited for Technical Cooperation, but it also offers opportunities for Financial Cooperation.

¹³ See BMZ, *Shaping the future together – strategic cooperation with global partners. BMZ Positions. BMZ Paper 3 | 2021*. The group of the BMZ's Global Partners, a new category of partners defined in the BMZ 2030 paper, comprises Brazil, China, India, Indonesia, Mexico, Peru, South Africa, and Viet Nam.

¹⁴ See also Klingebiel and Gonsior (2020), p. 11.

¹⁵ As for risks, the following are considered the main risks involved in triangular cooperation: additional workload, coordination requirements, transaction costs. Recent studies (such as OECD 2020) have shown that these risks have often been overrated and are more typically perceived by traditional donors than by the other partners. There are now strategies through which these challenges can be addressed. They should continue to be applied systematically. That is why these points have been included in Chapter 4.

Figure 2: The dimensions of the objectives of triangular cooperation



Source: BMZ

Triangular cooperation has a political-strategic and a programmatic-thematic dimension.¹⁶ The two dimensions complement each other. The effectiveness of triangular cooperation in political-strategic terms is higher if triangular cooperation generates development effects in the countries involved. And its effectiveness in programmatic-thematic terms becomes higher if its political-strategic significance is high. The two dimensions are reflected in the **two main objectives** pursued by Germany through its triangular cooperation:

- the establishment of **global strategic partnerships for sustainable development**, and
- the improvement of the **effectiveness of development measures in recipient countries** through the complementary use and dovetailing of the partners' knowledge, experience and financial resources.

The contributions made by triangular cooperation to these two objectives can be found at various levels that complement and reinforce each other. For one thing, this involves a special **type of relationship** that is characterised by **mutual learning**, a **horizontal partnership** and **dialogue**. Through triangular cooperation, Germany wants to strengthen **networks**, build partnerships for global goals, and build **trust**.¹⁷ This requires sensitive communication, an active interest in what partners mean when they use (or avoid) certain terms, and, thus, ultimately, the development of **common language**.

But triangular cooperation is also about changing the **systems and processes** within which this particular form of relationship unfolds. This means that triangular cooperation is intended to **strengthen national development cooperation systems**; foster harmonisation, for example through **multi-stakeholder partnerships**; and

¹⁶ DEval (2020), p. 12.¹⁷ See also OECD (2018), *Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation*, Paris: OECD.

increase the **exchange of experience regarding the functioning and principles of cooperation.**

Generally, triangular cooperation addresses all the **Sustainable Development Goals** of the 2030 Agenda, **global public goods**, the **dissemination of shared experience**, and support for **regional development**. In addition, it offers special potential for **innovative solutions**, as it facilitates cooperation between partners who usually would not engage in joint action.

From Germany's point of view, it is vital that each partner make substantial contributions to the thematic aspects of the cooperation effort and that the facilitating role not be limited to the mere financing of South-South cooperation. Germany views its role in triangular cooperation as that of a learning partner, too, and wants to further strengthen that aspect in the future. There are several federal government ministries in Germany that want to benefit from exchange and mutual learning in this field.

03 Our achievements

Success and achievements in triangular cooperation are always the joint success and achievements of those involved. At the same time, each country has its own goals that it wants to achieve through triangular cooperation. The benefits for the countries involved always have a political-strategic and a programmatic-thematic dimension. This will be explained in greater detail below, from the respective perspectives of the beneficiary partner, the pivotal partner and the facilitating partner. While triangular cooperation was considered more of a theoretical-strategic approach for a long time, it was noted in September 2020 by Jorge Chediek, who had served as Director of the United Nations Office for South-South Cooperation (UNOSSC) for many years, that the success of triangular cooperation had to be measured in terms of the quality of its practice.¹⁸

Beneficiary countries value triangular cooperation because it gives them coordinated access to the knowledge of partners who otherwise operate without mutual coordination. One example is Ethiopian-Chinese-German cooperation in support of the Ethiopian textile industry. Triangular cooperation also offers partners an opportunity for targeted efforts to close knowledge gaps regarding the implementation of large-scale development programmes.

For example, a number of years ago, Germany and Chile passed on knowledge to El Salvador with regard to participatory social housing activities, knowledge that the country needed to implement a related programme run by the Inter-American Development Bank. Triangular cooperation also supports national development programmes.

Sustainable Chinese textile investment in Ethiopia

In 2019, 60 per cent of all new foreign direct investment in Ethiopia originated in China. The country's rapidly growing textile industry plays an important role in this context. Ethiopia and Germany run a joint programme for sustainable textile production. In 2020, a joint Ethiopian-Chinese-German triangular cooperation effort was launched in this field. It addresses the improvement of environmental, social and labour standards in Ethiopia's textile sector through capacity development and awareness-raising among Chinese investors and factory managers and their local business partners. In addition to Ethiopia's and China's textile industry federations, another important partner in this endeavour is UNIDO. The experience from this triangular cooperation is to be replicated in other parts of Africa and Asia.



Chinese textile production in Ethiopia

¹⁸ UN Day for South-South Cooperation 2020

This applies, for example, to the project to strengthen cashew production in Ghana that is supported jointly by Brazil and Germany.

Finally, triangular cooperation gives developing countries an opportunity to share their own knowledge in a cooperation endeavour as equal partners. For example, the Dominican Republic worked together with Costa Rica and Germany on a project to protect coral reefs and was able to benefit from Costa Rica's experience with financing mechanisms for coastal protection.

Costa Rica, in its turn, found the Dominican approach of breeding corals and later placing them in the sea very interesting. In a further project, Honduras took up this idea together with Costa Rica and the Dominican Republic. This type of experience, which relates mainly to the programmatic-thematic level, has encouraged more and more countries (such as Paraguay and Guinea) to get more involved as development cooperation providers and to create their own national institutions for this. This is based on political-strategic deliberations, with countries

Cashew production in Ghana

Together with Ghana's Ministry of Food and Agriculture (MOFA), Brazil and Germany introduced cashew varieties with higher yields and better quality, and more efficient cashew processing technologies, thus increasing the incomes of farmer households in Ghana, reducing poverty among farmer families, and improving their food security. The project also included the planting of trees, thus contributing to climate change mitigation, and provided additional income and job opportunities for women.



Training on cashew processing provided by Brazilian experts in Ghana

Quality infrastructure in Mozambique

Inmetro, Brazil's National Institute of Metrology, Standardization and Industrial Quality, worked together with the BMZ to support Mozambique's National Institute of Standardization and Quality (INNOQ) in the fields of standardisation, accreditation, metrology, and conformity assessment. The cooperation focused on training and advice provided by Brazilian experts. The activities were financed by the Brazilian Cooperation Agency (Agência Brasileira de Cooperação, ABC) and the BMZ. This helped to build INNOQ's institutional and technical capacity in the field of quality assurance, for the benefit of public health, the environment, and consumers.



Quality monitoring at a company in Mozambique

seeking to assume a more positive and prominent role in the global context and to overcome the perception of one-sided dependency that comes with vertical cooperation.

Countries that are active in South-South cooperation and play the role of **pivotal partner** in triangular cooperation use this form of cooperation at the programmatic-thematic level in order to share their own knowledge more actively worldwide and to deepen that knowledge. In this way, they also make a significant political-strategic contribution toward the achievement of global development goals and become attractive partners for highly developed countries, too. Simultaneously, these countries value the contributions made by triangular cooperation toward strengthening their own systems for international cooperation. However, they also pursue their own political interests through such endeavours.

Based on this type of experience, the countries of Latin America have defined their own success criteria and procedures to be used in their South-South cooperation and triangular cooperation. Mexico used its role of co-chair of the Global Partnership for Effective Development Co-operation (GPEDC) to initiate the GPI (see above), which plays a very active role.

In a few countries, especially in Indonesia and Mexico, Germany has fostered related processes by organising additional exchange with cooperation agencies. Through these efforts, Germany's development cooperation also has a systemic and broad-based impact.

Moreover, providers of South-South cooperation use triangular cooperation to gain experience working with countries which are not among their established cooperation partners. Examples include triangular cooperation between Morocco, Costa Rica and Germany to protect tropical and subtropical dry forests, and cooperation between Mexico, India and Germany for clean air in cities.

Facilitating partners (a role often taken on by Germany) are sought-after in triangular cooperation because of their methodological expertise regarding the implementation of development projects and the coordination of complex partnerships.

Central American suppliers for Mexican retail stores

From 2015 to 2019, Mexico, Guatemala, Honduras and Germany jointly provided support to small and medium-sized companies in Central America that act as suppliers for Mexican supermarkets and grocery stores. The virtual platform ANTAD.biz, which was set up by the association of Mexican retailers, has given more than 500 partner companies easier access to the Mexican market and enabled them to commit to compliance with environmental standards and improve their position within the value chain. The networking that was facilitated in this way has also given those involved a chance to exchange experience, learn from each other and develop common solutions to improve the competitiveness of the retail sector. A new business model with a focus on economic, environmental and social sustainability is emerging.



Booth at a fair in Guadalajara, Mexico (2018)

Economic empowerment of women in Afghanistan

From 2018 to 2020, the Afghan Ministry of Women's Affairs, the Indonesian Ministry of Women's Empowerment and Child Protection, and the BMZ jointly developed strategies for the economic empowerment of women. The efforts were based on experience from home industry activities in various regions of Indonesia. The partners on the Afghan side made important contributions in terms of their knowledge of Afghan culture and norms. A module to develop the home-based industry was applied on a pilot basis in the Province of Samangan in northern Afghanistan. This included the establishment of a packaging centre for women-made products. In light of the latest political developments in Afghanistan, activities building on the experience from this project are now being continued without direct cooperation with the government.



Afghan regional authority representatives at a presentation of home industry products made by women in Indonesia

But they are also attractive partners because of their broad technical knowledge, and because their success stories are of interest to the other partners (for example, the way in which Germany developed after World War II).

And triangular cooperation in its turn increases Germany's political and strategic credibility and legitimacy when it comes to ideas on how to make development more participatory, sustainable, and effective.

Moreover, triangular cooperation enables Germany to find new partners for global alliances and initiatives, for example as a result of India sharing its agricultural experience with African countries. Another attractive aspect for Germany is the potential for using its funding to leverage more resources. In the projects carried out under the regional fund for triangular cooperation in Latin America and the Caribbean, 60 per cent of the funding comes from Germany's partner countries. In other words, all partners shoulder their own costs.

Finally, triangular cooperation gives Germany a chance to put important development issues on the agenda without drawing exclusively on its own knowledge and skills.

One example is the cooperation between Afghanistan, Indonesia and Germany to foster women's economic empowerment. In this endeavour, the Afghan partners were particularly interested in experience from Indonesia, as there were certain questions on fundamental social values that did not require any negotiations or discussions, as both countries' cultures have been shaped by Islam.

Experience has shown that **other players**, too, are able to derive specific benefits from triangular cooperation. For **partners from civil society**, the benefits of triangular cooperation include sustainability in terms of the inclusion of specific target groups, such as the inclusion of disadvantaged young entrepreneurs in the Palestinian-Tunisian-German cooperation effort with the Center of Arab Women for Training and Research (CAWTAR), a nongovernmental organisation. This initiative was carried out with additional financial support from an Arab donor from the Gulf region.

Financial inclusion of young entrepreneurs in Tunisia and the Palestinian territories

Tunisia and the Palestinian territories have developed national strategies on financial inclusion. However, their financial institutions do not have the expertise needed to reach out to population groups that do not yet use banking services. With support from Arab partners from the Gulf region and from the BMZ, the Center of Arab Women for Training and Research (CAWTAR), a Tunis-based nongovernmental organisation, provided training for young entrepreneurs from Tunisia and the Palestinian territories and also trained people to serve as trainers. Part of the training was provided through electronic teaching formats. 405 people completed their training, and 105 received loans to start or expand a business.

Players from the private sector, for their part, emphasise the direct cost savings and the new business relations facilitated by the sharing of knowledge in triangular cooperation, for instance the cooperation on energy efficiency between El Salvador, Mexico and Germany, and the aforementioned project to support Central American small and medium-sized suppliers for the Mexican retail market.

Through German development cooperation, a collaborative endeavour was launched involving the **cities** of Harare in Zimbabwe, Durban in South Africa and Munich in Germany, which was continued by the three municipalities for several years even after the development project had ended.

Regarding fora through which triangular cooperation can be implemented, an approach was developed under Germany's Technical Cooperation involving a regional fund for Latin America and the Caribbean (set up in 2010). This approach works on the basis of clear criteria for cooperation, minimises the coordination workload, and has met with a high level of high-quality demand from Germany's partners. That demand has continuously exceeded the level of funding provided by Germany. In addition to project implementation as such, the approach also includes efforts to enable the partners to manage complex projects, engage in (high-ranking) policy dialogue on the topic in question, and to further develop this modality. This successful approach is now being replicated in other regions of the world.

Germany's active involvement in the international debate on triangular cooperation (for instance at the UN Conference on South-South Cooperation in Buenos Aires in 2019, BAPA+40) is greatly valued among its partners, other donor countries, and international organisations such as the OECD. This opens up opportunities for even more harmonised action in the future. Germany is already in contact, for example, with the Islamic Development Bank (IsDB), which is the only regional development bank that has its own programme for South-South and triangular cooperation.

04 Looking ahead; next steps

The UN Conference on South-South Cooperation has lent enhanced status to triangular cooperation. The outcome document expressly recognises triangular cooperation as a modality that complements South-South cooperation, thus making it an integral part of the set of instruments for international cooperation.

Thanks to this increased importance attached to triangular cooperation, this tool now has an even better chance to unfold its full potential. As it uses this instrument, Germany is able to build on the experience it has gained with it – experience that has been very successful and has met with great international recognition. Germany will continue to engage in international exchange among experts regarding this tool in order to foster the continued use of triangular cooperation.

In order to reach this goal, the following steps are important:

- **Always keep triangular cooperation in mind**
More and more South-South partners are becoming involved in many development projects. If use is made of synergies arising from that involvement, the projects under German development cooperation are more likely to be successful.
- **Link triangular cooperation more closely with other development projects**
Thanks to its strong focus on building partnerships, triangular cooperation can play a catalytic or complementary role for other development projects and programmes. Efforts are being undertaken to link triangular cooperation more closely with other projects under German development cooperation,

with national country programmes, with other donors' activities, and, for example, with investment projects pursued by private companies.

- **Create incentives for triangular cooperation**
The BMZ continues to raise awareness of the political-strategic opportunities involved in triangular cooperation, thus increasing players' interest in using this format. The extra coordination workload at the beginning of triangular cooperation projects is a good investment in building trust between the partners and in harmonising donor activities. Experience has shown that this workload declines as partners increasingly engage in joint activities. Wherever possible, the BMZ tries to increase the volume of its individual interventions within the framework of projects under triangular cooperation – without, however, giving up the principle that all partners have to make significant contributions.
- **Bring triangular cooperation to further regions**
So far, most of Germany's triangular cooperation projects have partners in Latin America. There has also been positive experience in Asia, where the BMZ operates another regional fund in support of triangular cooperation. There is also demand for similar activities in the MENA region and in Africa.

- **Give a stronger role to multi-stakeholder perspectives**
 Many triangular cooperation projects can become more effective if the private sector, civil society and academia are involved. This is taken into account in many of the BMZ's new projects, with outreach also covering further partners such as philanthropic foundations.
- **Use triangular cooperation within the framework of Germany's Financial Cooperation**
 International evidence shows that triangular cooperation offers great potential for Financial Cooperation, for example through the participation of regional development banks.
- **Report triangular cooperation more fully**
 There is a (so far small) number of programmes that have been created specifically for triangular cooperation, such as the regional fund for Latin America and the Caribbean. However, there are also many triangular cooperation activities under the umbrella of endeavours such as global or regional projects. In the future, such activities will be recorded more systematically in order to ensure that they can be fully reported as triangular cooperation as part of Germany's ODA reporting.
- **Enhance the measuring of the results and impacts of triangular cooperation**
 Reporting on triangular cooperation is based on general BMZ rules and guidelines on such reporting. A helpful additional step is the final independent evaluation of triangular cooperation projects, for example by regional experts. Using indicators to identify partnership effects is an extra tool to take account of the special requirements of this modality. These indicators are laid down in methodological guidelines for the monitoring and evaluation of triangular cooperation.
- **Mutual learning**
 Another important aspect in this context is that all partners enhance their own skills and that they consider this as part of mutual learning. The exchange of knowledge between regions and continents is becoming more and more important. This offers interesting openings for links with global networks on topics such as climate action, green growth, and social protection. There is also great potential for Germany in learning from partners from the Global South facilitated by triangular cooperation.
- **Technology and the digital age**
 Another important aspect of triangular cooperation is the exchange and adaptation of technologies that foster development. This is a field in which relevant specialised organisations play a vital role. Even before the COVID-19 pandemic, the use of digital media had become an established part of triangular cooperation. More and more frequently, projects also focus on the dissemination and further development of digital solutions, for instance in important areas such as civil protection and environmental monitoring. In some of these projects, use is made of multi-country platforms and tools that open up new opportunities for all partners involved.

Further reading

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