



United Nations
Office for South-South Cooperation



PICA
الوكالة الفلسطينية للتعاون الدولي
Palestinian International
Cooperation Agency

South-South In Action
Solidarity through Cooperation
and Development

Palestinian International
Cooperation Agency

South-South and Triangular Cooperation in Action Series
Palestinian International Cooperation Agency: Solidarity through Cooperation
and Development

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Abbreviations and Acronyms

AGCI	Chilean Agency for International Cooperation
ATCT	Agency for Technical Cooperation and Assistance in Tunisia
AUC	African Union Commission
CDEMA	Caribbean Disaster Emergency Management Agency
CIS	Commonwealth of Independent States
CSO	Civil society organisations
EU	European Union
IDB	Islamic Development Bank
MoFA	Ministry of Foreign Affairs and Expatriates, State of Palestine
MOU	Memorandum of understanding
NEOC	National Emergency Operation Centre
NSS	National Statistical Systems
OECD	Organization for Economic Cooperation and Development
OIC	Organization of Islamic Cooperation
PDNA	Post-disaster needs assessment
PICA	Palestinian International Cooperation Agency
PLO	Palestine Liberation Organization
SDGs	Sustainable Development Goals
SEMA	Strategic Enterprise Management Agency
SESRIC	Statistical, Economic and Social Research and Training Centre for Islamic Countries
TCAs	Technical Cooperation Agencies
TCP	Technical Cooperation Programme
UAE	United Arab Emirates
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNDP	United Nations Development Programme
UNOSSC	United Nations Office for South-South Cooperation

Foreword



H.E Dr.Riad Malki

**Minister of Foreign Affairs and Expatriates of
the State of Palestine**

On January 2016, H.E President Mahmoud Abbas established the Palestinian International Cooperation Agency (PICA) through a presidential decree; as a mechanism to share solidarity, show gratitude and promote contributions. Its creation is a reflection of a deep faith in the national responsibility towards the international community and is an expression of appreciation for the support given to the State of Palestine over the years.

PICA is the main public diplomacy tool of the State of Palestine focusing on developmental diplomacy and is the national coordinator for South-South Cooperation. It maximizes knowledge sharing, enriches development cooperation, develops international development process that exists in the South and enhances the role of Palestine as an agent of positive change in the world. Palestine is honored to capitalize on its contributions to the international efforts in the field of development and humanitarian cooperation. In the last two years, the State of Palestine is proud to contribute to resilient development policy making through technical cooperation and by sharing development experience.

PICA is mandated to deploy Palestinian human capital to design and implement sustainable development solutions through South-South cooperation that contributes to achieving 2030 agenda, in order to play an active role in having a resilient world united by solidarity through development. PICA envisions that sustainable development becomes a reality through fruitful cooperation and solidarity within a just and prosperous international community, leaving no one behind.

Guided by solidarity through development, PICA is shaping a new humanitarian-development partnership between the State of Palestine and other developing countries. PICA values partnerships, fosters collaboration and seeks to mobilize its relevant and adaptable experiences to provide technical cooperation and humanitarian assistance to support partner countries in responding to crises and tackling common development challenges with the aim of promoting South-South cooperation. It does not substitute but rather complements North South cooperation.

By strongly believing in the strength of South-South Cooperation spirit, this publication created by PICA demonstrates joint solutions and resilient development practices that have been undertaken for the purpose of sharing experience and solidarity. PICA orientates towards the achievement of internationally agreed development goals with other partners in the south, transforming challenges into development opportunities.

Foreword



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

A handwritten signature in black ink, appearing to be 'J. Chediek', written in a cursive style.

The concept of “solidarity through development” inspires and drives the ever-expanding work of the Palestinian International Cooperation Agency (PICA). This same idea – that developing countries can work together to solve local challenges, in the spirit of mutual assistance and non-conditionality – is at the very heart of South-South cooperation.

I am pleased to present this edition of South-South in Action, prepared in partnership with the State of Palestine. South-South in Action is one of UNOSSC's flagship series of reports. It provides a space for our partners to present and make available to others their successful solutions.

This edition is particularly interesting in that it presents the work of an agency very much in its infancy. Recent years have seen Southern countries and partners increasingly institutionalising their development cooperation activities – for example the establishment of the Asian Infrastructure Investment Bank (AIIB) and the New Development Bank (NDB). As part of this trend, many Southern countries have looked to the United Nations for assistance with developing and strengthening institutional structures. This report – which presents clearly how and why PICA was established, its organisation, and its priority areas – is one example of a response to this call. Countries that are seeking to further institutionalise their cooperation can now learn from the experience of the State of Palestine.

Despite being only 2-years old, PICA has already achieved some remarkable successes leveraging the power of South-South cooperation to share Palestinian development solutions, transfer knowledge and offer support and technical assistance to developing countries. The agency has worked with partners in 21 countries and territories across a number of thematic areas such as rapid response and recovery following natural disasters, healthcare, agriculture, private sector engagement and energy. The agency draws from its on-the-ground experience addressing local development needs in a challenging and often resource-limited environment, to provide agile and cost-effective solutions.

One reason that PICA is able to work across so many geographic and thematic areas is due to its efforts engage with the Palestinian diaspora, which is equal in size to the population of the State of Palestine. The diaspora is comprised of highly skilled individuals with diverse areas of expertise. This model, whereby experts from all corners of the globe are called upon to provide assistance, allows for rapid, flexible responses. It is a model that could be replicated by other countries of the South, who also have large diaspora populations.

UNOSSC has worked with PICA from its inception. We look forward to continued engagement, and are excited to see the agency grow in the coming years.

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Executive Summary

South-South cooperation is a powerful tool to surmount today's challenges. Solidarity and cooperation amongst the countries of the global South are key instruments towards the achievement of the Sustainable Development Goals (SDGs).

Established in 2016, the Palestinian International Cooperation Agency (PICA) seeks to create a more equitable world by sharing and exchanging development solutions, transferring know-how and promoting solidarity-based programmes amongst countries of the South.

This publication aims to provide an insight into the new development agency of the State of Palestine, examining its objectives, mission and activities undertaken and the South-South cooperation mechanism used to foster resilience and humanitarian development projects. In the first chapter, the publication describes PICA's origins and governance, how and why President Mahmoud Abbas created the institution in 2016, how it is structured, and its methodology of work based on four well-defined pillars of intervention: 1) rapid response and recovery 2) technical cooperation 3) policy leadership and 4) investment. Furthermore, the report examines the comparative advantages of the institution in terms of human capital - particularly the diaspora - expertise, experience in development and humanitarian assistance, innovation and partnerships. In the second chapter, the publication showcases six humanitarian-development projects and programmes around the world based on the described pillars of action. In the third chapter, the publication analyses PICA's way forward in pursuing its objective in the short and long-term and the main challenges faced to accomplish its goals.



Introduction

Today's challenges transcend borders and affect developing and developed countries alike. Addressing global challenges such as climate change, ending extreme poverty, empowering fragile communities, and creating sustainable and inclusive economic growth requires greater cooperation, and South-South and triangular cooperation present powerful complementary modalities to surmount these challenges.

Since its creation by presidential decree in January 2016, the main objective of the Palestinian International Cooperation Agency (PICA) has been to work towards the creation of South-South and triangular cooperation approach in order to identify and share innovative development solutions in line with the 2030 Agenda and the Sustainable Development Goals (SDGs).

The objective of this publication is to examine PICA's objectives, mission, activities and cooperation projects including how the Agency utilises South-South and triangular cooperation to achieve these goals.

PICA was established as public diplomacy tool controlled by the Ministry of Foreign Affairs and Expatriates of the State of Palestine (MoFA) to implement the National Policy of International Cooperation. PICA operates as institutional framework for policy dialogue and exchange of knowledge, experiences and best practices among Southern countries' cooperation structures and local, regional and international institutions following its full engagement with the principles of South-South cooperation.

Guided by its vision of "Solidarity through Development", PICA seeks to mobilize its skilled human resources to provide technical assistance to support partner countries respond to crises and tackle development challenges. PICA aims to leverage development cooperation and exchange development experiences with the following types of partners: Southern countries in general; Southern countries with significant development challenges; and Southern countries where there exists the potential for mutual resilience reinforcement.

The Agency is engaged in three overall strategic areas of work: bilateral cooperation with partners as part of South-South cooperation; triangular cooperation, including third party intervention and provision of technical assistance and development cooperation; and multilateral cooperation through international organisations, including cooperation agreements with the United

Nations, European Union, African Union and similar organisations.

The State of Palestine has long been a development assistance recipient. For this reason the creation of PICA has been guided by the faith in the national responsibility towards international community and as an expression of gratitude, a payback to their support. In line with the South-South approach, the Agency aims at transferring Palestinian know-how and expertise while aligning its capacity building programs to national needs and requirements. PICA's purpose is to promote development relations and mobilize international cooperation in all areas to enhance the international status of the State of Palestine.

It is important to highlight the comparative advantages that make PICA a unique organisation. The Agency offers to Southern countries applied know-how and human capital rooted in the Palestinian experience. Furthermore, PICA has a deployable capacity with speed, adaptability, risk willingness and familiarity operating in crisis-affected settings. Additionally, PICA draws upon the potential of the Palestinian diaspora, which is equal in size to the population of the State of Palestine. The diaspora is comprised of highly skilled individuals, resource persons who speak a range of diverse languages, those with local cultural knowledge, and has the potential to mobilize financial contributions.

PICA's fundamental philosophy is anchored in sharing resources. Therefore, to promote its objectives of equitability and cooperation based on the promotion of South-South cooperation mechanisms, PICA has long sought to promote a wide global partnership network, involving not only governments but also non-state actors such as non-governmental organisations, the private sector, civil society and academia, as a way to develop its capacities and as a source of mobilizing financial resources. PICA's main success factors are based in perceptiveness, innovation, accountability and partnerships.



Child after receiving aid in Dominica



Chapter I: **Palestinian International Cooperation Agency (PICA): Delivering South-South and Triangular Cooperation**

Chapter I: Palestinian International Cooperation Agency (PICA): Delivering South-South and Triangular Cooperation

Origins and Governance

Enhancing development cooperation among Southern countries plays a pivotal role in advancing the culture of multilateralism and tackling global challenges. Over the past decades, the State of Palestine has taken major steps towards establishing itself as an active member of the international community, both in relation with third countries and major international organizations, especially within the United Nations system. The State of Palestine's status in the United Nations and as international actor has evolved considerably over last half-century¹.

The Palestine Liberation Organization (PLO) began as a permanent observer mission. In 1974 it established a permanent observer mission at United Nations headquarters in New York and at the United Nations Office at Geneva. Following international efforts since 1948, and after the submission by Palestinian President, Mahmoud Abbas, of a formal application for United Nations Membership², in November 2012 the United Nations General Assembly granted the State of Palestine non-member observer State status³.

Over the years, Palestinians have put together State institutions and government agencies. Encompassing the Ministry of Foreign Affairs and Expatriates (MoFA) response to the United Nations General Assembly, in 2016 a presidential decree approved by Palestinian President Mahmoud Abbas launched the Palestinian International Cooperation Agency. PICA works as an institutional framework that serves the MoFA to implement the National Policy of International Cooperation, scaling up its cooperation and development role internationally.

Being an occupied territory for more than 50 years that has relied heavily on international support, the establishment of PICA was an expression of gratitude of the support received throughout the years. PICA nowadays is striving to create a new reality of international cooperation both outside and inside the State of Palestine, providing assistance and cooperation to developing countries.

¹ Status of Palestine at the United Nations <http://palestineun.org/status-of-palestine-at-the-united-nations/>

² A/RES/11/592 <http://palestineun.org/membership-application/>

³ A/RES/67/19 Status of Palestine in United Nations

<https://unispal.un.org/DPA/DPR/unispal.nsf/0/19862D03C564FA2C85257ACB004EE69B>



Unloading of Palestinian aid crates at Marigot Airport, Dominica

“

Following the priorities outlined in the Nairobi outcome document, the new Palestinian cooperation framework seeks to enhance social and international development through the exchange of expertise, using Palestinian know-how in multiple sectors and engaging in a dynamic exchange of good practices rather than a traditional donor-recipient relationship.

”

Guided by the concept of “Solidarity through Development”, PICA seeks to deliver development aid and technical assistance to developing countries following the key developments in the global development effectiveness agenda, particularly with the aim of promoting South-South and triangular cooperation, as it was outlined in the Nairobi outcome document of the High-level United Nations Conference on South-South cooperation held in Nairobi, Kenya in 2009.

According to this document, 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”.

South-South cooperation seeks to break the traditional dichotomy between donor and recipient and sets forth as main priorities mutual benefit between countries; respect for national sovereignty and ownership; establishment of partnership among equals; non-conditionality in cooperation and non-interference in domestic affairs.

Triangular cooperation has been receiving increased international attention and acknowledgment in recent years. The term refers to Southern-driven partnerships between two or more developing countries, supported by a developed country or multilateral organisation, to implement development cooperation programmes and projects. Through triangular cooperation, Southern development assistance providers can benefit from the financial and technical support, experience and technical know-how of multilateral and developed-country partners. Such cooperation can bring together the best of all actors involved in the process to share knowledge and implement projects tackling common concerns.

Following the priorities outlined in the Nairobi outcome document, the new Palestinian cooperation framework seeks to enhance social and international development through the exchange of expertise, using Palestinian know-how in multiple sectors and engaging in a dynamic exchange of good practices rather than a traditional donor-recipient relationship.

PICA also plays a vital role in exercising solidarity at the international level by executing bilateral, trilateral, and multilateral cooperation initiatives leading to improved living standards and strengthened resilience across the world in the fields of health, agriculture, education, renewable energy, peace-building and rule of law, information technology, civic engagement and volunteerism.

In line with the 2030 Agenda and its related SDGs, PICA seeks collective sustainable development solutions between developing countries. Goal number 17 calls for enhanced South-South and triangular cooperation, recognizing them as effective means for implementing the 2030

Agenda. Hence, since its inception, PICA has played an important role in developing and promoting South-South cooperation as a component of sustainable human development. In fact, all PICA working areas aim to contribute to the global development agenda; each field is committed to accomplish one or more SDGs, as shown in Table 1.

Table 1: PICA's Main Cooperation Fields in line with SDGs

Health				
Agriculture				
Education				
Environment and Renewable Energy				
Peace-building				
Rule of Law				
Information Technology				
Volunteerism and Public-Private Sector				

PICA, overseen by the Minister of Foreign Affairs and Expatriates of the State of Palestine, currently Mr. Riad Malki, has its principal place of business in Jerusalem, with provisional headquarters in Ramallah. The organisational configuration consists of the Chairman of the Board, the Board Members, the Director General, 14 civil servants, 8 liaison officers abroad and 6 departments:

1. Development Technical and Humanitarian Cooperation:
 - Humanitarian: Rapid response team
 - Development cooperation: North-South cooperation and South-South cooperation
2. Policies and Strategic Planning
3. Advocacy and Communication
4. Partnerships and Resource Mobilization
5. Administration and Finance
6. PICA Branches

The institution is directed by the Board of Directors, which is composed by 11 members (national figures and representatives of Ministries and institutes) and presided over by the Minister of Foreign Affairs and Expatriates acting as a Chairperson. At the time of publication, Members of the Board of Directors have appointed Imad Zuhairi as Director General to be in front of the agency in its capacity as an ambassador. The Director General is responsible for implementing the policies and resolutions of the Agency approved by the Board and designing and implementing the organizational structure and policies, among other tasks.



Head of PICA Orthopedic Pediatric Program examining a child at Lahore Children's Hospital, Pakistan

A yellow excavator is shown in the process of clearing a road. The machine's arm is extended, and it appears to be working on a pile of debris or earth. In the background, there are palm trees and a cloudy sky. Two men are standing near the excavator, one in an orange shirt and another in a black shirt. The scene is set in a rural or semi-rural area, likely Marigot, Dominica.

Palestinian rapid response team operating machines to clear roads leading to/from Marigot airport, Dominica

“ PICA aims to deliver proven humanitarian and development solutions to other developing countries and promote South-South cooperation in the process of making substantial contribution to humanitarian relief, disaster recovery, and reconstruction operations. ”

PICA has three main financial resources:

1. Yearly budget from the national governmental budget.
2. Grants, donations, crowd funding and partnerships.
3. Income generated by projects, based on agreements.

Mission and Vision: “A Resilient World United by Solidarity through Development”

Following its approach “Solidarity through Development”, PICA’s purpose is to promote development relations and mobilize international cooperation in all areas, matching Palestinian capacities with the needs of Southern countries. In other words, its mission aims to enhance international development cooperation and provide technical assistance based on solidarity through South-South cooperation.

PICA aims to deliver proven humanitarian and development solutions to other developing countries and promote South-South cooperation in the process of making substantial contribution to humanitarian relief, disaster recovery, and reconstruction operations. Its missions are grounded in supporting cooperation and strengthening solidarity ties with Southern countries as well as regional and international organizations. To that end, PICA seeks to increase bilateral, trilateral and multilateral development programs and strengthen partnerships between the State of Palestine and the international community.

To foster its objectives, the Agency mobilizes and dispatches missions of Palestinian experts, both locally and from the diaspora, to developing countries to provide technical assistance and expertise. Furthermore, to facilitate intervention both in technical cooperation or rapid response projects, it is developing a comprehensive database unit of Palestinian experts.

PICA is responsible for coordinating and organizing the Palestinian development process; preparing periodical reports in cooperation with local and international partners; assisting with preparation of the National Development Plan (NDP) and implementing cooperation programs in line both with South-South principles and the SDGs. Furthermore, the Agency oversees the organisation of voluntary programs to serve the needs of developing countries and strengthen the relationship with expatriate Palestinian communities.

Milestones Since its Creation in 2016

In the 2 years since its creation, PICA has achieved key milestones in its two main intervention areas: 1) enhancing and consolidating its relations with Southern countries by signing important agreements of cooperation with international and local actors and 2) implementing development and humanitarian projects in developing countries in line with a South-South cooperation approach.

Box 2: PICA’s milestones since 2016

2016: Agreements signed respectively with IDB and UNDP.

2016: MoU signed with Nicaragua.

2016: Launch of a two-year medical program in Zimbabwe.

2017: MoUs signed respectively with Guinea, Pakistan, Poland, Sri Lanka, Sudan, Tunisia, Zanzibar (the United Republic of Tanzania), and the African Commission.

2017: Launch of a two-year medical program in Rwanda and Pakistan.

2017: Palestinian Rapid Response Team dispatched to provide relief to Dominica in the wake of Hurricanes Irma and Maria

2017: Team of agriculture experts sent to Sri Lanka

2018: Agreement signed with UNOSSC

How does PICA work? Four Pillars of Intervention to Foster Resilience and the Humanitarian-Development Nexus

Table 2: PICA’s Pillars of Intervention

Relief and Humanitarian Response	Technical Cooperation and Voluntary Programme – Public Private Sector (PPS)	Foster Investment Opportunities	Policy Leadership
Palestinian Rapid Response and Rescue Team	Agriculture Health Education Volunteers Public- Private sector	Promote investment opportunities across foreign markets Advocate for Palestinian investors (including in the diaspora) to invest in global PICA-supported projects Emphasis on critical sectors (infrastructure, agriculture, energy, water, tourism, health and education).	IDB roadmap formulation Resilience and Humanitarian-Development nexus Development effectiveness

Through PICA, the State of Palestine is able to provide technical assistance in a range of areas of humanitarian response, resilience, and sustainable human development, including with a strong focus on emergency development and humanitarian aid, as essential steps on the path to fostering resilience.

Following the UNDP approach on humanitarian response and cooperation development, PICA sets up its cooperation programs and actions ensuing the Resilience and Humanitarian-Development nexus. This approach sets forth the need to strengthen resilience by linking humanitarian assistance and development cooperation. As UNDP explains “for international cooperation to be sustainable and effective, partners must support the capabilities of countries and communities to cope with challenges and to strengthen systems that allow them to stay the course and become stronger even in the midst of the gravest challenges”⁴.

As shown in table 3, PICA builds its activities on **four pillars of intervention**:

1. Palestinian Rapid Response and Rescue Team

Following the humanitarian program, PICA created the Palestinian Rapid Response and Rescue Team comprised of specialised doctors, rescuers, emergency medical technicians, civil defence members, and humanitarian relief and shelter experts. This extensive team aims at providing rapid humanitarian response to countries. Drawing upon its own experiences as recipient of humanitarian assistance, PICA is developing its capacities to enhance its performance in crisis situations.

2. Technical Cooperation

Capacity development through technical cooperation has assumed a growing importance in recent years, turning the traditional donor-recipient relationship in more even-handed partnerships. Within the framework of South-South cooperation, technical cooperation encourages knowledge transfer and expertise from one country that has proved its programs successful to another, with solutions adapted to local needs, thus, contributing to development. On this side, PICA implements capacity development activities and provides technical expertise and training aligned to Southern countries’ national priorities mainly on agriculture, health, education, environment and renewable energy, volunteers and private-public sector. Under this pillar of action, the main goal is to make Palestinian know-how and technical expertise available to Southern countries and exchange best practices, in the spirit of solidarity.

3. Investment Opportunities

Since PICA’s inception, and under the third methodological pillar of intervention, the Agency

⁴ <http://www.arabstates.undp.org/content/rbas/en/home/ourwork/undp---japan-strategic-partnership/focus-areas/resilience-and-the-humanitarian-development-nexus.html>

contributes to national efforts to foster investment, and bring investment and joint venture opportunities to the Palestinian private sector. PICA facilitates investment opportunities for the Palestinian private sector to engage in support of local development objectives and to promote investment opportunities across foreign markets in the form South-South investment. The cooperation framework advocates as well for Palestinian investors, including the diaspora, to invest in global PICA-supported projects and to contribute to the local development process in partner countries. The Agency puts emphasis on critical sectors such as infrastructure, agriculture, energy, water, health and education in line with the SDGs.

4. Policy Leadership

Based on its own experiences, PICA provides thought leadership in the international development policy arena, contributing in a limited but strategic way to international development policy-making. It mainly contributes with its policy leadership to the IDB and the Organization of Islamic Cooperation (OIC) roadmap formulation as well as promoting resilience and the Humanitarian-Development nexus and development effectiveness.

Rooted in these four thematic pillars of PICA capacity, support is deployed based on demand from partner countries. Lessons from initial PICA engagements at country level guide and further shape the core offer of specialized expertise that has proven to work effectively in practice.

PICA's orthopedic team and local staff at Lahore Children's Hospital, Pakistan



PICA's Comparative Advantages

PICA offers a unique combination of skills, experience and solutions that have proven to work in the most difficult of settings. Its own experience allows PICA to deliver solutions that are proven and tested, are of the highest quality and are delivered rapidly. The Agency has comparative advantages that jointly add up to a skill set and a unique organization profile. The comparative strength of PICA is derived from the following key factors:

Applied know-how and human capital rooted in the Palestinian experience: resilience and 'the displacement experience' are at the epicentre of Humanitarian-Development nexus. Specific thematic and geographic entry points can be combined to design a multi-disciplinary response to recovery and development challenges.

Deployable capacity with speed, adaptability, risk willingness and familiarity operating in crisis-affected settings: the resilience of the State of Palestine, and Palestinian technical experts, is unparalleled. Irrespective of the thematic or sectorial profession the realities of the operating environment in the State of Palestine leads to the ability to work 'anywhere'. PICA is able to deliver results with unusually low transaction costs in difficult risk-filled environments.

Innovation: agility and innovation are crucial in environments where there is not just one way of implementing and change is non-linear. PICA is uniquely placed to operate in this type of environment as well as to transfer experiences, knowledge and resilience born from these environments. PICA is used to operating under difficult circumstances, to manage risk and unpredictable crises and to develop solutions to daily challenges.

Potential of the Palestinian diaspora: with a view to the founding principle of solidarity through development, PICA's strategy factors in the potential of deployable capacities in the Palestinian diaspora, which is equal in number to the population in the State of Palestine. The diaspora is comprised of highly skilled individuals, resource persons who speak a range of diverse languages, those with local cultural knowledge, and has the potential to mobilize financial contributions from high net-worth individuals, companies and others. Programmes such as the TOKTEN⁵ (Transfer of Knowledge Through Expatriate Nationals) offer significant synergies for PICA.

Delivering through partnerships: PICA's fundamental philosophy is anchored in the sharing of resources, even when those resources are scarce. This approach, further explained below, is fundamentally rooted in the principles of South-South cooperation and reflects the larger vision of solidarity and a global partnership.

⁵ <http://www.ps.undp.org/content/papp/en/home/operations/tokten.html>

Building Strategic Partnerships: Public Diplomacy Through Networking

PICA's partnerships are the main tool to promote its activities, develop its capacities and mobilize financial sources. Since its creation, the purpose has been to establish and consolidate strong local, regional and international partnerships and agreements. Therefore, the institution works closely with global, regional and local initiatives and organisations to consolidate a global partnership network through a multi-stakeholder approach. This approach and its key local and international partnerships described hereafter are an essential tool both to provide South-South and triangular cooperation and to consolidate and expand PICA cooperation programmes around the world.

As the Nairobi outcome document notes, a multi-stakeholder approach is fundamental to give leverage to regional cooperation from a South-South and triangular perspective and to develop effective interactions between actors. The SDGs stress the need to have “revitalized and enhanced global partnership that brings together Governments, civil society, the private sector, the United Nations system and other actors and mobilizes all available resources”.

Following this mandate, since its very inception, PICA has signed a number of key international cooperation and bilateral and trilateral partnership agreements with international organisations, multilateral development agencies, and regional and financial institutions dealing with its four pillars of intervention (post-disaster recovery, technical expertise, investment and policy). Moreover, PICA works closely with governmental and non-governmental institutions, CSOs, academia, research institutions and the private sector at the national and international level. Alongside perceptiveness, innovation and accountability, one of PICA's main success factors is partnership.

Strategic Partnerships with International Organisations, International and Regional Development Agencies and Financial Institutions

The signature in March 2018, in Brazil, of an agreement between PICA and **United Nations Office for South-South Cooperation (UNOSSC)** aimed at providing a framework for cooperation, support and facilitation of the joint work between the two parties in development areas that are within their interests and priorities and serve the achievement of the international development goals. The agreement included important areas of cooperation based on strengthening tripartite cooperation between the Agency and Member States, supporting the inclusion and participation of PICA in regional and international activities and programs, and cooperation to meet challenges under their respective mandates, with a focus on specific areas of development such as education, public health, social work, infrastructure, gender equality, youth leadership and climate change. Additionally, the agreement included a strategy aimed at strengthening the status of PICA in the international arena; the development of South-South knowledge sharing; cooperation to find development solutions provided by Southern countries; and facilitation of high-level dialogue on policies.

In January 2017 in Addis Ababa, PICA signed a partnership and cooperation agreement with the **African Union Commission (AUC)** which defined the framework for cooperation between both institutions including cooperation in various areas of development such as health, agriculture, energy, environment, water, promoting the participation of women, human rights, and other programs and activities agreed between the parties that comes in line with the African development plan and Agenda 2063 of the African Union.

In September 2016, PICA signed a significant strategic partnership with the **Islamic Development Bank (IDB)** in virtue of which the financial institution engaged to support PICA's development activity in Africa. The IDB is the only multilateral development institution whose membership is entirely drawn from the South and works to promote the principles of South-South and triangular cooperation.

Following PICA's inception, the institution signed its first strategic partnership with the **United Nations Development Programme (UNDP)**. In the framework of this agreement the UNDP and its Program of Assistance to the Palestinian people gave support the cooperation and aid work to be developed by PICA within the State of Palestine.

Main Cooperation Agreements with Countries

Chile

A cooperation agreement was signed in December 2017 between PICA and its counterpart, the Chilean Agency for International Cooperation (AGCI) to establish a mutually beneficial relationship in the fields of peace building and rule of law, communication and information technology, education, health, environment, agriculture and other fields of common interest. In pursuing the objectives of the agreement, both agencies may benefit from bilateral and trilateral cooperation mechanism, by means of triangular partnership with other countries, international organization and regional agencies. During previous meetings to discuss the cooperation framework it was agreed to start implementing a joint project in the field of health targeting specific African countries.

Morocco

In August 2017, PICA agreed with the Moroccan Agency for International Cooperation to start a cooperation program to implement several development projects, especially in Africa, to benefit from bilateral and triangular cooperation programs in the fields of health, education and agriculture and enhancing investment opportunities. The two agencies also agreed to coordinate and prepare a framework agreement that would define areas of cooperation.

Mozambique

The signature of partnership agreement between the agency and the Ministry of Health of Mozambique allows the exchange of knowledge and development of cooperation programs in the

health sector, specifically in the specific field of orthopaedics. Under this agreement Mozambique will benefit from the specialized knowledge transfer program in the field of orthopaedic surgery, especially chiropractic surgery for children between the ages of 2 and 12 years, surgery which is required thousands of children in Mozambique and across Africa.

Poland

At the end of 2017, PICA signed a cooperation agreement with the Polish representative office in the State of Palestine, in which the latter will contribute to the preparation of the Palestinian team for intervention and urgent response, which is supervised by PICA. An additional agreement was signed between the Agency and the Polish Center for International Aid to train members of the Palestinian team for rapid response and rescue, especially doctors. PICA, in cooperation with the Polish Center for International Support, held a training course to enhance the capabilities and possibilities of the Palestinian Rapid Response and Rescue team. The training course aims at preparing, shaping and qualifying the nucleus of the Palestinian team.

Sri Lanka

In August 2017, within the framework of the technical program carried out by PICA in Sri Lanka, the Ministry of Foreign Affairs and Expatriates of the State of Palestine represented by PICA signed a strategic cooperation agreement with the Government of Sri Lanka. The agreement included cooperation in various fields including health, agriculture, education, environment, as well as economic fields of all kinds, in addition to investment.

The program was initiated by a delegation of experts and engineers of the Ministry of Agriculture of the State of Palestine, who are currently implementing the capacity-building program for the concerned agricultural authorities in a number of agricultural sites outside the Sri Lankan capital of Colombo. This program targets the public and private sectors, including the introduction of protected and exposed vegetables, drip irrigation, and water harvesting techniques, soil ponds, water resources management, knowledge transfer, good practices and practical guidance.

Sudan

PICA signed a Memorandum of Understanding with the General Secretariat of the National Council for Strategic Planning and another with the Ministry of International Cooperation of Sudan to implement bilateral, trilateral, and multilateral cooperation projects in Sudan and other countries in Africa. Ministers of Foreign Affairs of both countries signed the two MoUs during the joint ministerial committee, which took place in Khartoum, Sudan. PICA held a number of important meetings with Arab and Arab-African organizations specialized in supporting the development areas. These meetings focused on strengthening the role of PICA in the Arab region and Africa, by taking advantage of development programs and contributing to the specific activities and projects, as well as participating in regional and international efforts to achieve the SDGs.

Tunisia

In June 2017, PICA signed a Memorandum of Understanding with the Tunisian Agency for Technical Cooperation (ATCT). The agreement included cooperation in the areas of governance, information technology, agriculture, health, environment, water and various other development areas. It also aims at benefiting from bilateral and triangular cooperation mechanisms with other partners including Northern countries, international organizations and specialized and regional agencies to exchange experiences between the two sides, implement joint technical and specialized missions, and bring benefits to PICA from the experience of ATCT in Africa.

Venezuela (Bolivarian Republic of)

In February 2018, PICA signed a partnership with the Venezuelan Bank of Trade, Investment and Exports aimed at opening ways of cooperation in the fields the investment development and protection and fighting poverty and social exclusion. The mechanisms of enhancing cooperation between PICA and the Ministries of Economy and Foreign Affairs, including joint cooperation to implement a number of programs with a developmental dimension, were discussed in the Bolivarian Republic of Venezuela and in other countries of the Caribbean.

One month later, in May 2018, PICA concluded a number of development understandings and contracts for projects with the Government of the Bolivarian Republic of Venezuela. Both countries agreed on several projects in the fields of development and economic development (cooperation program on agriculture, tourism, energy, transport, and health). Palestinian companies, in cooperation with Venezuelan institutions, will set up joint projects to serve the agreed sectors, mainly land and infrastructure, including electricity, water, communications, employment, security and protection of project sites. The agreement establishes that Palestinian businesspersons and companies provide technical, logistic, administrative and logistical support.



Distributing aid during PICA's humanitarian mission to Ecuador post 2016 earthquake

Table 3: PICA's International Strategic Partners

Signing Party	Field of Cooperation	Place of Signature	Date of Signature
Ministry of Health of Mozambique	Development of the health sector, specifically orthopaedics	Mozambique	30/03/2018
United Nations Office for South-South Cooperation (UNOSSC)	South-South and triangular cooperation	Brazil	09/03/2018
Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRIC)	Strategic partnership in fields of technical cooperation and exchange of knowledge and capacity development	Ankara, Turkey	26/02/2018
Palestinian Central Bureau of Statistics	Development Cooperation in fields research and statistics	State of Palestine	20/02/2018
Masa company for construction and alternative energy	Cooperation in fields of construction and alternative energy	State of Palestine	20/02/2018
Turkish International Cooperation Agency	Strategic Cooperation in international development	State of Palestine	15/02/2018
Venezuelan Bank of Trade, Investment, and Exports	Cooperation in fields of investment development and protection and fighting poverty and social exclusion	Caracas, Bolivarian Republic of Venezuela	15/02/2018
Palestinian Doctors Syndicate	Cooperation in fields of health development	State of Palestine	15/01/2018
Palestinian Architects Syndicate	Cooperation in areas of architectural development	State of Palestine	08/01/2018
Chile International Cooperation Agency (AGCI)	Cooperation of various fields of development	Santiago, Chile	13/12/2017
Saint Vincent and the Grenadines	General framework for mutual cooperation	Kingstown	06/12/2017
Ministry of Agriculture in Saint Vincent, Saint Vincent and the Grenadines	Agriculture development	Kingstown	06/12/2017
Ministry of Health in Saint Vincent, Saint Vincent and the Grenadines	Health and medical development	Kingstown	06/12/2017
Poland Representative Office in Palestine	Provision of specialized equipment for the Palestinian Rapid Response and Rescue Team	State of Palestine	23/10/2017
Polish Center for International Aid	Capacity building and training for the Palestinian Rapid Response and Rescue Team	State of Palestine	25/08/2017

Republic of Guinea	General framework for mutual cooperation	Guinea	18/08/2017
Strategic Enterprise Management Agency (SEMA)	General framework for mutual cooperation	Sri Lanka	10/08/2078
Tunisian Agency for Technical Cooperation (ATCT)	General framework for mutual cooperation	Tunisia	05/06/2017
Ministry of Health, Zanzibar	Health and medical development and training	Zanzibar, United Republic of Tanzania	29/03/2017
African Union Commission	General framework for mutual cooperation	Addis Ababa, Ethiopia	30/01/2017
Ministry of International Cooperation in Sudan	General framework for mutual cooperation	Khartoum, Sudan	18/01/2017
General Secretariat of National Council for Strategic Planning- Sudan	General framework for mutual cooperation	Khartoum, Sudan	18/01/2017
Nicaragua	General framework for mutual cooperation	Nicaragua	16/09/2016
Islamic Development Bank and United Nations Development Program/ Program of Assistance to the Palestinian People	Support to PICA's development activity in Africa	Amman, Jordan	04/09/2016



Palestinian Rapid Response and Rescue Team before leaving on a relief mission to hurricane-stricken Dominica

Table 4: PICA's local partners

1.	Ministry of Health of the State of Palestine
2.	Ministry of Education and Higher Education of the State of Palestine
3.	Ministry of Agriculture of the State of Palestine
4.	Ministry of Interior and National Security of the State of Palestine
5.	Ministry of Waqf and Religious Affairs of the State of Palestine
6.	Ministry of National Economy of the State of Palestine
7.	Palestinian Water Authority
8.	Prime Minister's Office
9.	Arab and Islamic Fund
10.	Office of the President
11.	Palestine National Fund
12.	Civil Defence
13.	Al-Quds University
14.	Palestinian Central Bureau of Statistics
15.	Palestinian Red Crescent Society
16.	Syndicate of Palestinian Engineers
17.	Syndicate of Palestinian Doctors
18.	Palestinian Investment Promotion Agency (PIPA)
19.	Palestinian Investment Fund
20.	Jerusalem Pharmaceutical Co.
21.	Palestinian Union of Chambers of Commerce and Industry
22.	The Palestinian Businessmen Council
23.	The Palestinian Coordination Council for Businessmen
24.	The Union of Information Technology in Palestine

Networking and Training to Better Deliver South-South Cooperation

Since its creation, PICA has been actively engaged in international workshops and forums to deliver and receive specific training, namely on South-South and triangular cooperation, to enable better delivery of cooperation. In 2017, PICA attended various workshops focused on South-South cooperation organized by UNDP and other organizations in Ramallah and Astana, Kazakhstan. The Agency participated as well in the “Familiarization and Experience Exchange Workshop in the framework of capacity development for National South-South Coordination Units in the Arab States, Europe and the Commonwealth of Independent States (CIS)” held in New York.

Regional Forum on South-South Cooperation

PICA is an active participant at UNOSSC “Regional Networking Forums on South-South and Triangular cooperation for the Arab States, Europe and the CIS”. These forums provide networking opportunities to PICA. Furthermore, they help to strengthen its partnership with UNOSSC; serve as a space to share experiences; and provide the opportunity to promote the State of Palestine as a partner in South-South cooperation.

In line with its technical cooperation activities in the field of education and SDG 4 regarding education, PICA participated at the Educaid.be Annual Conference 2017 on “Digital, Education and Development” held in Brussels in May 2017. PICA presented the award-winning e-Learning project of the Ministry of Education and Training of the State of Palestine and the Belgian Development Agency. Furthermore, PICA promoted its experience in e-Learning. The Belgian agency and the Ministry for Education and Higher Education of the State of Palestine is fostering the development of an e-learning curriculum in the State of Palestine.

In July 2016, PICA took part at the workshop on “Development Finance Statistics” organized by SESRIC in cooperation with the OECD in Ankara, Turkey. The idea behind this workshop was to introduce the key concepts and methodologies on development finance statistics, identify existing obstacles and challenges of integrating development finance statistics into national statistical systems and data reporting, and exchange experiences and share good practices among participating countries. This workshop contributed to the initiation of a regional platform for Arab States in Development Financial Statistics.

PICA’s Role in South-South Cooperation and Development

International development cooperation has changed rapidly in recent years. South-South cooperation, in particular, has great potential to promote initiatives that are matched to the needs, conditions and priorities of developing countries and further activities that generate a double dividend of exchange of expertise and tangible impact.

South-South cooperation has proven effective in fostering innovative and shared solutions for developing countries to meet their common challenges. Offering a complementary model to the traditional relationship, South-South and triangular cooperation have emerged as ways to accelerate human and sustainable development, increasing the opportunities for cooperation and assistance and providing diversity and richness of experiences and practices.

The 2030 Agenda comes at a time when the Arab States are facing a series of political, environmental, social and economic challenges on multiple fronts. As the Mapping South-South Cooperation Solutions in Arab States (2017) sets forth “the experiences of other Arab States in tackling some of these challenges can serve as useful learning opportunities for achieving sustainable

development”⁶

South-South cooperation is becoming a primary source for the Arab countries’ development. Nowadays, “the current mechanisms and the growing interest among the Arab countries and the regional groupings in South-South cooperation represent a great opportunity for South-South cooperation to grow and expand in the region”⁷. Arab States tend to see South-South cooperation as a more cost-effective option compared to traditional cooperation. Through the exchange of expertise, technologies and resources, such cooperation enables countries to access locally relevant, affordable and adaptable development experiences, build their capacities and devise solutions for their autonomous development. South-South cooperation also plays an important role in localizing the SDGs in the Arab States region⁸.

The Mapping South-South Cooperation Solutions in Arab States (2017) highlights the deep and meaningful involvement of Arab countries in SSC establishing effective national mechanisms for promoting SSC. They have taken a leading role in hosting global and regional Southern forums as the First Arab States Regional South-South Development Expo in Doha, Qatar in 2014, and the Global South-South Development Expo 2016 in Dubai, United Arab Emirates.

In the case of the State of Palestine, the document highlights that, despite the challenges of occupation and limited resources, the State of Palestine has also taken steps towards the institutionalization of South-South cooperation by establishing PICA. The Mapping South-South Cooperation Mechanisms and Solutions (2014) set forth that countries of the region are “simultaneously being providers and receivers of inter-regional cooperation, assisting both themselves and a number of other regions to emerge on the world stage through cooperation”⁹. PICA stands as an eloquent example. While receiving aid and assistance from other countries, the Agency’s efforts aim at scaling-up South-South cooperation activities and channelling international development cooperation while receiving assistance from other countries.

Nonetheless, “while some Arab countries have begun to structure funds and other mechanisms to deliver SSC” - as it would be the case of the State of Palestine- “the overall policy and institutional environment in the region is still nascent”¹⁰

⁶ Mapping for South-South Cooperation Solutions 2017 https://drive.google.com/file/d/1CV13afu4h-13HsFpFgij58K_6LFy55bg/view

⁷ Mapping for South-South Cooperation Solutions (2017) https://drive.google.com/file/d/1CV13afu4h-13HsFpFgij58K_6LFy55bg/view

⁸ South-South Cooperation and Triangular Cooperation: Towards Sustainable Human Development in Arab States (2017) p. 32 <https://drive.google.com/file/d/0Bw0EzH7Ln1rwTGV1cjVZMEthNk0/view>

⁹ Mapping South-South Cooperation Mechanisms and Solutions in Arab States (2014) http://www.arabstates.undp.org/content/dam/rbas/doc/South-South/UNDP_Mapping_South_South_Cooperation_Expo_Booklet_Doha_Qatar_En_Jan_14.pdf

¹⁰ South-South Cooperation and Triangular Cooperation: Towards Sustainable Human Development in Arab States (2017) p. 42 <https://drive.google.com/file/d/0Bw0EzH7Ln1rwTGV1cjVZMEthNk0/view>

PICA's presentation during the 2nd dialogue meeting among IDB Member Countries Technical Cooperation Agencies



Palestinian Rapid Response and Rescue team unloading aid at hurricane-stricken Dominica



Chapter II:

Chapter II: PICAs South-South and Triangular Cooperation Experiences

Chapter II: PICAs South-South and Triangular Cooperation Experiences

Since 2016, PICA projects and programmes have covered 21 countries and territories across all regions. PICA has already experimented with implementation, yielding early results in some countries in Africa and Latin America, reflecting a geographic focus on those two regions. Nonetheless, PICA has also seized a number of other opportunities across different geographic regions.

PICA's strategy is to give priority to countries where, as part of a triangular cooperation partnership, a partner approaches with already-funded proposals for deployments or other technical assistance.

This section showcases six PICA flagship programmes in line with the four intervention pillars of the Agency and the National Cooperation Policy.

Palestinian Rapid Response and Rescue team at hurricane-stricken Dominica



Table 5. Showcases and pillars of intervention

Showcase project	Intervention Pillar	SDG addressed	Countries	Mission	Achievements
Intervention Hurricane-struck Caribbean island of Dominica	Rapid Response and Recovery	SDG 3 Good Health and Well-being SDG 10 Reduced Inequalities	Dominica	Deployment of a rapid response team of Palestinian experts	Medical assistance; 200 aid boxes delivered (5,4 tons of dry aid); five tons of water and medicines, mattresses and tinned food products.
Spinal Cord Program	Technical Cooperation	SDG 3 Good Health and Well-being SDG 4 Quality Education SDG 10 Reduced Inequalities	Rwanda	1) Spine operations for children with Rwandan doctors and nurses	Surgeries to 4 children and joint medical surgery to share experience and transfer Palestinian health knowledge
Spinal Cord Program	Technical Cooperation	SDG 3 Good Health and Well-being SDG10 Reduced Inequalities	Pakistan	2) Lectures and workshops on spine treatment and latest medical supplies	Surgeries to 4 children and lectures to share knowledge
Agricultural Expert Team	Technical Cooperation	SDG 6 Clean Water and Sanitation SDG 10 Reduced Inequalities SDG 15 Life on Land	Sri Lanka	Spine procedures for Pakistani children suffering from congenital malformations	
PICA's role at the IDB	Policy Leadership	SDG 17 Partnerships for the Goals	IDB and IDB member countries (Trilateral Cooperation)	Fast-track one-year program to improve agricultural products, and developing a pilot project as a model for re-agriculture	Coordination and implantation of the Three. Two C Initiative

Private Sector Investment: Greenhouse and Layer Farms	Investment Opportunities	SDG 15 Life on Land SDG 17 Partnerships for the Goals	Bolivarian Republic of Venezuela	PICA's role as leading member of the IDB	Preliminary technical and infrastructural studies
				Enhance Public-Private Partnerships. Contributing to job creation, productivity growth, improve competitiveness and viability of local agricultural and farm sector	

Rapid Response and Recovery: Aid delivered by the State of Palestine's Rapid Response Team to the hurricane-struck Caribbean island of Dominica in coordination with OCHA (United Nations Office for the Coordination of Humanitarian Affairs)

Hurricane Maria made landfall on the southwest coast of Dominica on 18 September 2017 as a Category 5 hurricane, with 160 mph wind speed and higher gusts. The hurricane force resulted in intense storm surges, torrential downpour, overflowing raging rivers, and extremely high winds across the island that left 65 people dead and 37 missing. 65,000 people, or around 80 per cent of the population, were directly affected and more than 90 per cent of roofs were damaged or destroyed. At the same time power and water supplies were disrupted, and entire crops destroyed. Overall, damages and losses are estimated at around USD 1.3 billion, equating to 224 per cent of Dominica's 2016 GDP, according to the PDNA¹¹.

Response

On September 19, 2017, the Regional Response Mechanism (RRM) 5 was convened, coordinated by the Caribbean Disaster Emergency Management Agency (CDEMA). The Government's National Emergency Operation Centre (NEOC) was active with weekly meetings of national re-

¹¹ Post-Disaster Needs Assessment (15/11/2017) <https://www.gfdrr.org/sites/default/files/publication/dominica-pdna-maria.pdf>

Palestinian Rapid Response and Rescue team unloading aid at hurricane-stricken Dominica



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The Palestinian team delivered 200 boxes of aid, each weighting 27 kg, for a total quantity of 5,4 tons of dry aid. In addition, Palestinians delivered five tons of water and medicine. The aid boxes included blankets, towels, footwear, clothes, candles and matches, first aid kits and bandages, and toiletries.

”

response committees and international organizations, supported by CDEMA and the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA). Upon request of the Prime Minister, the United Nations established a Crisis Management Unit led by UNDP and UNOCHA to support the government coordination efforts from relief to recovery¹².

On 22 September 2017, PICA, in close collaboration with the UNDP and UNOCHA, deployed a team of 36 experts that included specialized doctors, rescuers, water rescue specialists, paramedics, shelter experts, as well as relief and harm reduction experts. The Palestinian rapid response team was one of the first to arrive in the Marigot area in the aftermath of the hurricane. The first action was to reopen roads surrounding Marigot airport in order to distribute food parcels and provide medical assistance to nearby communities. The team delivered medical assistance to dozens of citizens with illness as well as those with physical injuries due to flying debris.

The Palestinian team delivered 200 boxes of aid, each weighting 27 kg, for a total quantity of 5,4 tons of dry aid. In addition, Palestinians delivered five tons of water and medicine. The aid boxes included blankets, towels, footwear, clothes, candles and matches, first aid kits and bandages, and toiletries. Extra to the boxes, the Palestinians delivered mattresses and tinned food products.

Technical Cooperation

Spinal Cord Program: Rwanda

Health care in Rwanda is provided through local health clinics, district hospitals and ultimately three referral hospitals. According to data of the Ministry of Health of Rwanda, in 2010 there were 604 doctors and 8,202 nurses/midwives working in Rwanda, which correspond to a ratio of 1 doctor per 17,240 inhabitants, 1 midwife per 66,749 inhabitants and 1 nurse per 1,294 inhabitants¹³. There are three referral hospitals: University Teaching Hospital of Butare, the University Teaching Hospital of Kigali and King Faisal Hospital. Rwanda has one medical school located in Butare as part of National University of Rwanda (NUR). Recently, the medical school was shifted from Ministry of Education to Ministry of Health with the plan to develop a new campus in Kigali. A major challenge faced by Rwanda is training of health care workers, including specialists and subspecialists¹⁴.

¹² Dominica: Humanitarian Dashboard OCHA (20/12/2017) https://reliefweb.int/sites/reliefweb.int/files/resources/Humanitarian_dashboard_Dominica6%282%29.pdf

¹³ Rwanda Health Statistical Booklet http://www.moh.gov.rw/fileadmin/templates/hmis_reports/2009-10_Health_Statistical_Booklet.pdf

¹⁴ <https://medicine.yale.edu/intmed/global/sites/rwanda.aspx>

Mission

Rwanda is working to improve medical training and align it with the medical needs. In this context, in August 2017, a medical delegation specialized in Orthopaedic and Spine Surgery for Children headed by Dr. Ala'a Azmi, Head of Knowledge Transfer Program in Paediatric Orthopaedics and Spine of PICA was sent to Rwanda. The one-week mission focused firstly on the implementation of the spine operations for children with the involvement of Rwandan doctor and nurses to share experience and transfer Palestinian health knowledge. In the second part of the technical cooperation mission, the doctor provided lectures and workshops to explain techniques of spine treatment and to identify the latest medical supplies used in related surgeries.

Spinal Cord Program: Pakistan

Pakistan is a struggling economy with poor health indicators. However, there are some programs and interventions to ensure timely preventive and curative services to the public.¹⁵ In July 2017, a medical team specialized in Paediatric Surgery, headed by Dr. Ala'a Azmi visited Pakistan. The team consisted of a doctor, an operations nurse and a neurosurgeon, who performed spine procedures for Pakistani children suffering from congenital malformations. The operations were carried out at Lahore State Children's Hospital; the hospital became the first Pakistani government medical centre to undergo such rigorous and cost-effective operation.

Technical Cooperation Agriculture Field

Expert Team in Sri Lanka

PICA is developing a fast-track one-year program in Sri Lanka to promote joint technical cooperation in the agricultural production sector to improve agricultural products, and is developing a pilot project as a model for re-agriculture supervised by Palestinian experts.

Upon the invitation sent by the Strategic Enterprise Management Agency (SEMA), a delegation from PICA visited Sri Lanka in August 2018. During meetings, Sri Lanka's experts put special emphasis on non-toxic agriculture, therefore, the technical team emphasized the needs in 3 main subjects in agriculture: water (irrigation systems, building capacity in irrigation design and management); green houses and introducing modern techniques; the need to introducing new practical methods and reduce the use of chemicals.

During the mission a focus group discussed Sri Lanka's farm development mechanism. In order to adapt recommendations to the local needs, the agricultural expert team inspected the soil and agricultural crops in Dambulla and Kantate (Trincomalee District). During the field visit, they met farmers to learn from first-hand the main problems and the country's needs.

¹⁵ <http://www.ijarp.org/published-research-papers/oct2017/Healthcare-System-Of-Pakistan.pdf>

In Dambulla, the main problems were related to absence of an irrigation system and poor fertility, and it was concluded that modern mechanization would be needed for agriculture. In Kantale, SEMA suggested a pilot project with farmers in traditional agriculture, since the Government is already implementing a major irrigation project in the area. The PICA team visited the identified area, which belongs to 3 farmer's associations. They showed their willingness to participate in learning, adopting and scaling-up new technologies.

Following the visit and assessment, PICA and representatives from Sri Lanka agreed on a two-step proposal formulation. One stream is a fast track one-year proposal to jointly develop three models of farms at Kantale in the district of Triconmalee. Following PICAs investment pillar, the private sector will be included at this one-year fast track program. The other stream relates to implementation of a long term project to scale-up the initiatives, activities and training that will include public-private partnerships.

Policy: PICA as Part of the Islamic Development Bank (IDB)

The IDB, a regional financial framework, is the only multilateral development institution whose membership is entirely drawn from the global South. Since its inception, the IDB has promoted the principles of South-South and triangular cooperation, more specifically on technical cooperation. In fact, one of its key programs for South-South and triangular cooperation within the IDB is the Technical Cooperation Program aimed at mobilizing the technical expertise and training capabilities of its member countries; promoting opportunities for exchange of experience, information and appropriate technologies suited its member countries' development needs; alleviating the managerial, technical and institutional constraints which hinder project implementation and efficiency; and intensifying the matching of needs identified in member countries with capacities available in other member countries.

As the Mapping South-South Cooperation Solutions Report 2017 notes "the IDB scaled-up successful stories and best practices through the introduction of the RL (Reverse Linkage) mechanism in 2010. The RL model - placed within the broader spectrum of SSC mechanisms that IDB adopts - is a technical cooperation mechanism enabled by the IDB whereby member countries exchange their knowledge, expertise and resources to develop their capacities and devise solutions for their autonomous development and is primarily used as a modality for capacity development based on a country-country cooperation"¹⁶.

¹⁶ Mapping South South Cooperation Solutions in Arab States, 2017 p. 19-20 https://drive.google.com/file/d/1CV13afu4h-13HsFpFgij58K_6LFy55bg/view

The 3.2.C Initiative of Technical Cooperation

As a member of the IDB, PICA is part of the “3.2.C Initiative of Technical Cooperation”. The scaling-up of technical cooperation activities and the growing solidarity among IDB members led to the forging of sustainable and mutually beneficial partnerships between IDB and member countries’ technical cooperation agencies (TCAs). These partnerships have been strengthened and operationalised through this new framework of action.

This cooperation initiative, agreed among the IDB and its 57 member countries, aims at setting up a mechanism of coordination towards achieving sustainable development on the ground; strengthening existing partnerships among member countries’ TCAs and with the IDB; and contributing towards shaping and influencing the global agenda of technical cooperation as well as South-South and triangular cooperation. Thus, member countries and IDB acknowledge that coordination, collaboration and cooperation among provider and recipient members are fundamental to improve results and impacts in line with the SDGs.

The initiative is based in three pillars: 1) Convergence and Complementarity 2) Coordination and Collaboration and 3) Capitalization on Knowledge and Communication.

On a high level, the first pillar **Convergence and Complementarity** aims at setting up strategic partnerships and synergy among TCAs and with the IDB, and increasing the strategic positioning and engagement of the TCAs to shape the international agenda and architecture of the technical cooperation, and South-South and triangular cooperation.

At an on-the-ground operational level, the second pillar **Coordination and Collaboration** aims at promoting joint operations and implementation of programs and projects whenever feasible and mutually agreeable, among TCAs and with IDB, toward achieving specific goals and enhancing the efficiency of the technical cooperation efforts.

The third pillar, **Capitalization on Knowledge and Communication**, focuses on promoting the learning from respective technical cooperation experiences, development partnership initiatives, peer-to-peer learning and knowledge exchange in specific sectors or subsectors.

The 3.2.C Initiative emerged from a roundtable conversation on “scaling up and enhancing partnerships among IDB member countries for tangible results” on the 41th Annual Meeting of the IDB Group in Jakarta, Indonesia in May 2016. Participants convened to develop a detailed Roadmap for 2017 to 2020 with activities to be carried out around the initiatives three pillars.

According to the roadmap, PICA is responsible for organizing the annual coordination forum of the 3.2.C Initiative in 2019, alongside many other duties developed by all TCAs involved. Nonetheless, the initiative also foresees support from some members to other members to develop an effective national ecosystem for scaling up technical cooperation. The roadmap

PICA team launching the Spinal, Pediatric & Orthopaedic care program at King Faisal Hospital, Kigali, Rwanda



foresees support to strengthen the newly established TCAs for the Comoros, Guinea, and the State of Palestine.

Investment: Private Sector for Technical Cooperation in the Bolivarian Republic of Venezuela

Building successful partnerships with the Palestinian private sector would enable PICA to better achieve its strategic priorities. The Palestinian private sector, including both businessmen and institutional investors, has proven to be very effective in solving complex problems and offering resilient business models. In fact, the experience of the Palestinian people throughout history has enhanced the ability of Palestinian businesses to operate and succeed in volatile situations and enabled them to endure threats and remain consistent in the face of both internal and external shocks.

In 2018, PICA has embarked on the implementation of a number of promising projects that would play a significant role in addressing development challenges via successful public-private partnerships (PPPs). One of the recent programs is assistance to the Government of the Bolivarian Republic of Venezuela in reforming and operating two crucial agricultural projects. Specifically, the projects include the development of greenhouse farms for the generation of vegetables in Yaritagua, and implementation of a poultry facility for producing eggs in El Tigre, Anzoategui State. The successful completion of these projects is not only among the top priorities for PICA's partners in-country, but it is also essential for the Palestinian partners who will invest both technically and financially in the different growth stages of the two projects. Once completed, these projects are expected to contribute positively to job creation, productivity growth, food security, and improve the competitiveness and viability of the local agricultural sector.

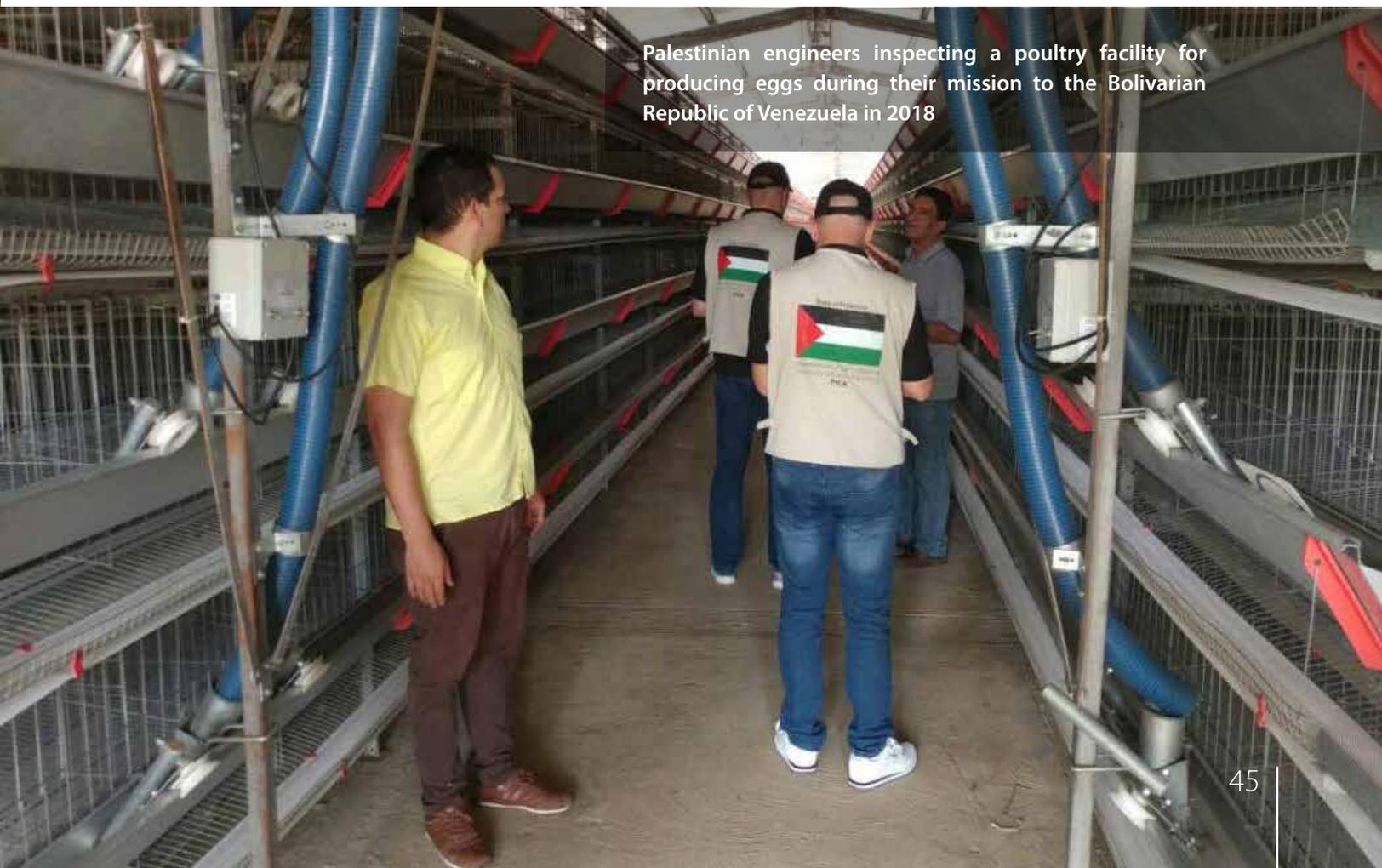
Palestinian engineers inspecting agricultural machines during their mission to the Bolivarian Republic of Venezuela in 2018



“ PICA will continue to play an active role in facilitating the coordination between Palestinian and Venezuelan stakeholders in order to ensure the successful implementation of both projects throughout their different lifecycles. ”

To achieve this goal, PICA has collaborated with the Association of Palestinian Engineers and facilitated the participation of four highly experienced Palestinian engineers in a technical mission in the Bolivarian Republic of Venezuela. The Palestinian engineers conducted preliminary feasibility studies aimed at assessing the current conditions of the targeted projects and provided PICA and its partners with a detailed overview of the technical and infrastructural needs of the projects going forward. Preliminary technical studies, which constituted phase 1 of the project, has been completed, and preparations are underway to move to the next phases. PICA will continue to play an active role in facilitating the coordination between Palestinian and Venezuelan stakeholders in order to ensure the successful implementation of both projects throughout their different lifecycles.

The State of Palestine and the Bolivarian Republic of Venezuela have signed an agreement to establish the “Palestinian-Venezuelan Entrepreneurs Council”, which aims to strengthen commercial and economic relations between the two countries. The agreement aims to forge an institutional framework for the exchange of knowledge and information between Palestinian Businessmen and their Venezuelan counterparts in order to better identify investment opportunities in vital economic sectors in both countries, including commercial activities, banking services and communication technologies, among many others.



Palestinian engineers inspecting a poultry facility for producing eggs during their mission to the Bolivarian Republic of Venezuela in 2018

Rapid Response and Rescue team distributing aid to locals in hurricane-stricken Dominica



Chapter III: PICA's Way Forward: Towards Achieving the 2030 Agenda for Sustainable Development

Chapter III: PICA's Way Forward: Towards Achieving the 2030 Agenda for Sustainable Development

The South-South cooperation modality highlights that sharing successful experiences, best practices and development solutions are an effective way to address development challenges. Hence, PICA's way forward is bound to foster this cooperation model, as it is committed to foster and strengthen its role in advancing South-South and triangular cooperation. It will as well continue to aim at addressing human and sustainable development challenges through reinforced partnerships, at the same time working to achieve the SDGs.

Looking ahead, PICA – as an agency established on the back of the adoption of the 2030 Agenda and its new paradigm for development – has an exceptional opportunity to leapfrog several stages of approaches to development. As PICA continues to solidify and expand, the cooperation and development solutions that it delivers will have a proven impact on implementation and achievement of the SDGs.

A lack of adequate implementation, systematic follow-up or institutional support can be the principal challenge for many countries or institutions when delivering South-South and triangular cooperation. In this case, and to turn its overall cooperation strategy into reality PICA, as a young institution, it will need to harness a continuous learning culture, an innovative mindset, and an ability to create and share knowledge that meets its needs, which are aligned with the evolving needs of its partners. It will need as well, as any other country or institution, to provide indicators that allow PICA to measure the impact of its projects both in their own cooperation basis and in third countries cooperation programmes.

In 2019, PICA expects to enter the global stage by contributing to the process of pathing the way for the next phase of South-South and triangular cooperation at the Second High-level United Nations Conference on South-South Cooperation, held on the 40th anniversary of the adoption of the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (BAPA+40 Conference).

As part of the Global Partnership Initiative (GPI) and the Islamic Development Bank (IDB) working groups, PICA foresees playing an active and influential role in developing a new direction to how best to integrate South-South and triangular cooperation as integral and effective modalities to achieve the 2030 Agenda and associated SDGs.



During the annual meeting member countries of the Islamic Development Bank, where PICA is an active member as the State of Palestine's national coordinator for South-South cooperation



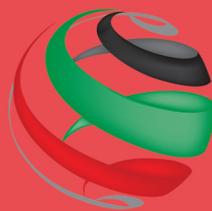
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