

Note:

The budgeting aspect is not included in this version of the guideline document. Please contact adp@csstc.org (Attn. Niken Supraba) for the full version of the guideline.

Technical Cooperation Programme Planning Guidelines

Non-Aligned Movement

Centre for South-South Technical
Cooperation

April, 2021



Table of Contents

Description	Page
Introduction	4
Background	6
Programme De ... Framework	8
Analysis for SWOT Template	9
Objectives Template	11
.... Strategic Objective(s)	12
Strategy	13
Target	14
Accessing the ... Programmes	15
... Special Characteristics ...	16
Criteria for ... Participants	18
Criteria for Selecting Speaker ...	19
Rights of NAM CSSTC	20
Rights of Partner	21
Principles ... Rights Compliance	22

Description	Page
Exploratory Meeting	23
... Meeting Agenda Template	24
Checklist of Exploratory Mee...	25
Timeline	27
Letters of Agreement	28
Cost-Sharing ... : Face-to-Face	29
Cost-Sharing Options: Virtual	31
NAM CSSTC's Role	32
Dev ... the Terms of Reference	33
Methods for ... Activities	34
Activity Standard Format	35
Proposal Format	37
Cost Budget Ceiling	38

Introduction

• Purpose

The *Technical Cooperation Programme Planning Guidelines and Standards* is to provide specific guidelines for:

- Operational regulations and administrative norms for NAM CSSTC programmes.
- Minimum acceptable performance levels and expectations for implementation of a quality technical cooperation programmes in NAM CSSTC.

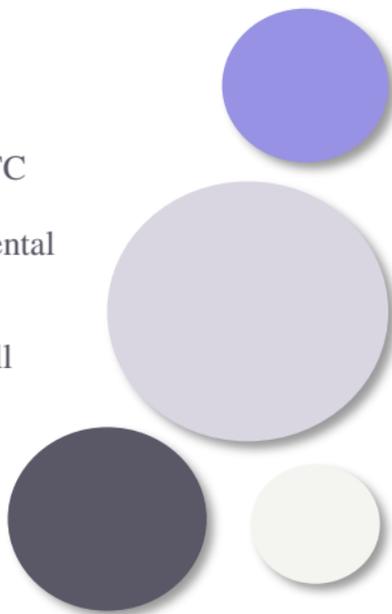
The aim of this document is to provide coherence and clarity to guide the implementation of a consistent and coordinated programme to increase the accessibility and equality of quality technical cooperation programmes for all NAM member countries. It is a living document that is periodically revised to contain new evidence and lessons learned.

• Document Structure

The structure of the document as indicated in the table of contents.

• Intended Audience

Board of management of NAM CSSTC and facilitators offering technical cooperation programmes in governmental institutions, intergovernmental organisations, higher education institutions and the private sector at all levels of international development cooperation.





Background

In bilateral, regional and world forums, technical cooperation contributes to NAM member countries' diplomatic efforts. Technical cooperation supports the achievement of Sustainable Development Goals (SDGs) of NAM member countries.

Since 2018, NAM CSSTC has pledged to reinvigorate its institution so that it can build a network of technical cooperation partners. This effort is intended to enhance accessibility and fairness for the NAM member countries in technical cooperation programmes. In this connection, a series of trials and errors have been made by NAM CSSTC since 2018 to find the best format in technical cooperation held by NAM CSSTC.

Although NAM CSSTC's management has been more efficient since 2018 and moves in the right direction, serious and advanced efforts must be made to speed its revitalisation progress. So far, the programme planning of NAM CSSTC has focused on best practices and lessons learned, which rely heavily on institutional memory of its human resources.





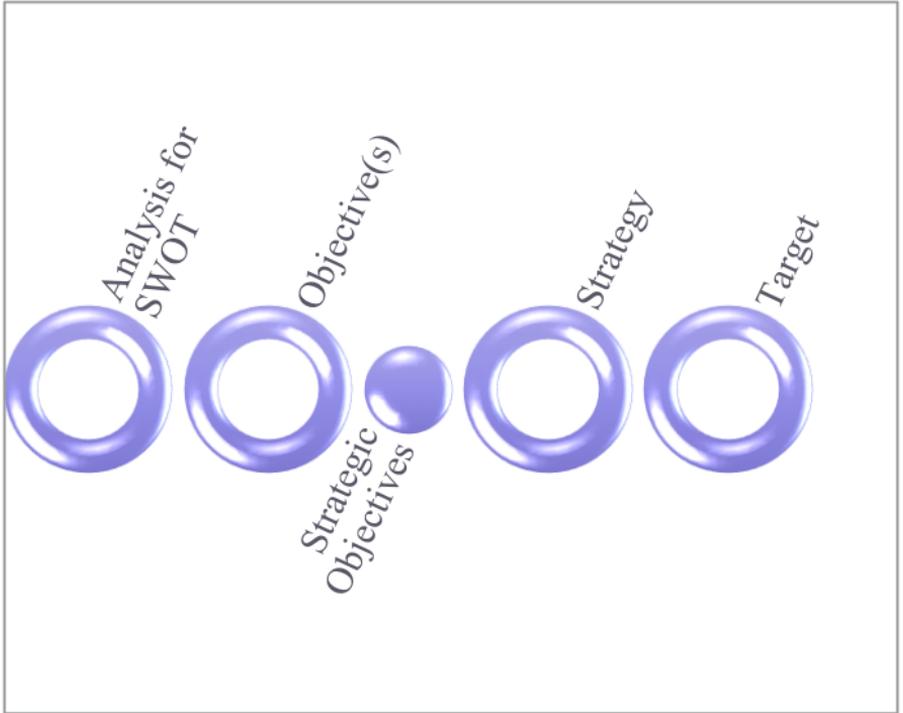
This condition opens up possibility to determine the programme planning of NAM CSSTC on the basis of the subjectivity of its human resources, which might threaten the equality aspect of potential beneficiary countries.

Moreover, it is difficult to transfer tasks for planning and implementing programmes to the institutions or individual contract employees in NAM CSSTC particularly when it has planned many one-year programmes which are managed by limited human resources number.

These guidelines will help to tackle these challenges and provide uniformity and clarity in order to guide the implementation of a coherent and coordinated programme, to increase the accessibility and fairness of quality technical cooperation programmes for all NAM member countries. In addition, the minimal level of performance to guarantee quality during programme implementation is needed to effectively coordinate, support and monitor improvements in programme quality worldwide.



Programme Development Framework



Analysis for SWOT Template

Strengths

Possibilities:

- NAM CSSTC infrastructure, financial resources.
- The name of “NAM” that has historic role in setting up the Asian-African conference.
- A good international reputation.
- Various work areas: Fisheries, agriculture, SMEs, the marine industry, energy, education and IT.
- The vast number of member countries (120 countries).
- Expertise in the conduct of programmes.
- Good publication skills.

Weaknesses

Possibilities:

- Budget ceiling increase due to inflation.
- Donor country dependence.
- High travel costs.
- Low numbers of human resources staff.
- Blurry coordination lines with Governing Council and Coordinating Bureau of NAM.
- No taxation instrument.
- Conventional financial administration method.

Opportunities

Possibilities:

- Expansion of areas of work.
- Involving new segments of beneficiaries.
- Enhancing NAM CSSTC technology infrastructure.
- Fulfilment of the NAM member countries needs that have not been met.
- Reaching NAM member countries who have never participated in any activity.
- Increasing *ad-hoc* financial donor.
- Increasing NAM CSSTC R&D.

Threats

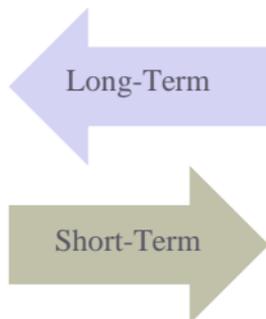
Possibilities:

- Programme activity criticism.
- Duplication of role with major intergovernmental organisations (UN Agencies, World Bank, ASEAN).
- Decrease in NAM member countries' spirit of multilateralism.
- New rules on international cooperation in the field of development.
- Consular and international trade barriers.
- Potential to be disbanded.

Objectives Template

Long-Term Objectives

Support the achievement of SDGs of NAM member countries.



Short-Term Objectives

Target <1 year / start to achieve the SDGs.

Fisheries

Possibilities: SDG 1, 2, 3, 5, 6, 8, 12, 13, 14, 15, 16, 17.

Agriculture

Possibilities: SDG 2, 11

SMEs

Possibilities: SDG 1, 2, 4, 5, 8, 9, 10, 12, 17

Marine Industry

Possibilities: SDG 14

Energy

Possibilities: SDG 7

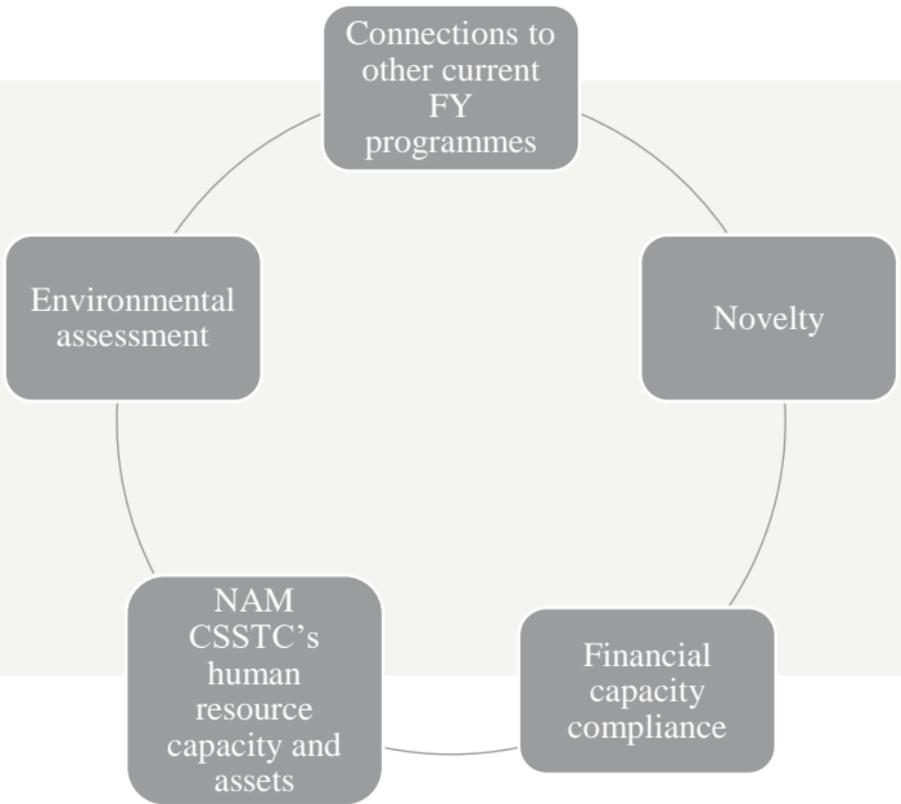
Education

Possibilities: SDG 4

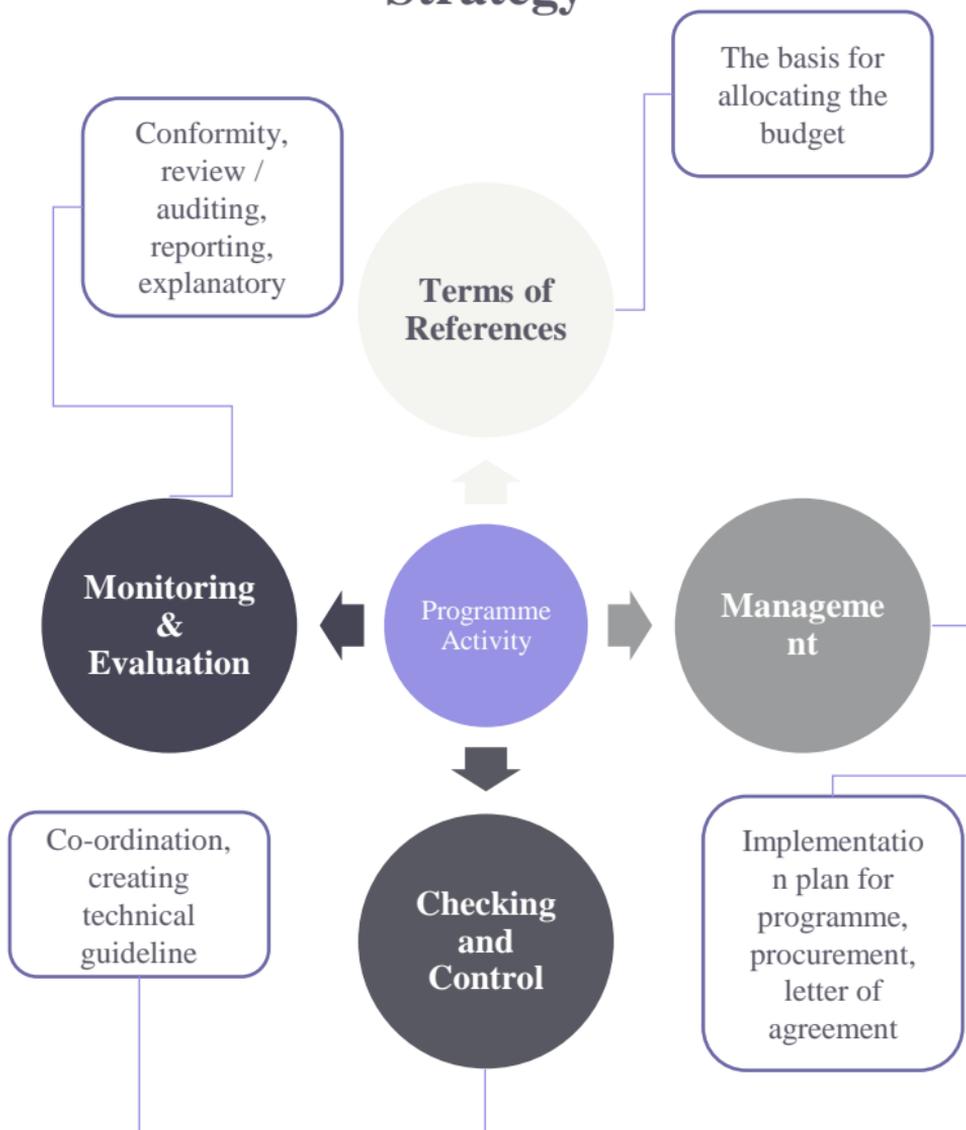
IT

Possibilities: SDG 9

Dimensions for Strategic Objective(s)



Strategy



Performance Target

Impressions of participants, number of programmes

Organisational Target

The programme is implemented according to this guidelines and standards.

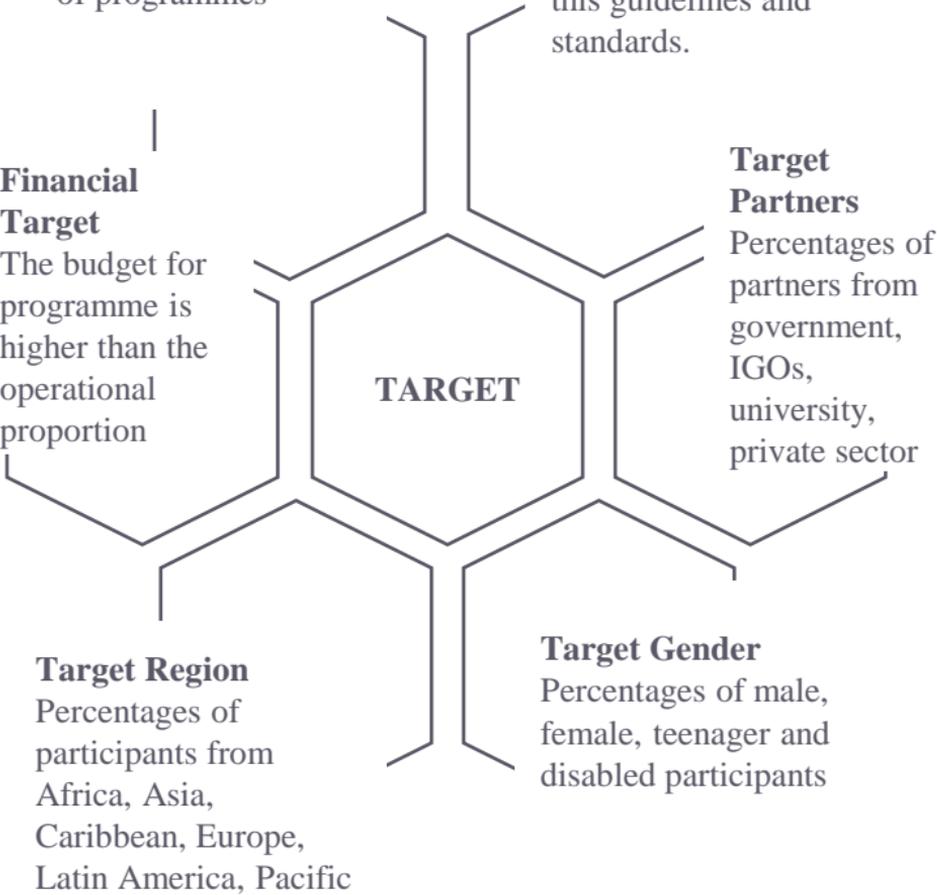
Financial Target

The budget for programme is higher than the operational proportion

Target Partners

Percentages of partners from government, IGOs, university, private sector

TARGET



Target Region

Percentages of participants from Africa, Asia, Caribbean, Europe, Latin America, Pacific

Target Gender

Percentages of male, female, teenager and disabled participants

Accessing Technical Cooperation Programmes

Eligibility

Proposer

All NAM member countries, irrespective of their economic or developmental degree of science, are entitled to propose initiation of NAM CSSTC programmes of technical cooperation.

Where the proposer is not an element of the country's Ministry for Foreign Affairs/Embassy, NAM CSSTC must discuss the co-operation commitment decision based on experience gained earlier.

Facilitator

Has a minimum of 6 years of experience in the relevant field.

Participants

As regards country's participation which carries NAM CSSTC's logistic costs, NAM CSSTC uses the following priority scale:

- Participants are country nationals submitting activities proposal to NAM CSSTC;
- Productivity of commodities as the main subject of the programmes – based on a reliable global institution database;
- Programme activity's synergy with the national policy of the recipient country.

Accessing Technical Cooperation Programmes

Considerations for Special Characteristics Prospective Partners

Developed Country(s)

Developed countries interested in NAM CSSTC collaboration may conclude an earlier agreement with one of the NAM member countries, and then a cooperative proposal from the NAM member country is made to NAM CSSTC.

Intergovernmental Organisation (IGO) (and NGO)

NAM CSSTC may decide to work with the IGO through a NAM CSSTC internal meeting and in consultation with the NAM CSSTC advisory, if

necessary.

NAM CSSTC opens the opportunities for the IGO member countries who are not NAM member countries, to participate in joint programme activity with the IGO borne costs.

The NAM CSSTC, in return, shall bear the logistics expense for the NAM member country in the event that the NAM CSSTC invites a member country which is not the IGO member country.

Government Institutions of Non-Ministry of Foreign Affairs/Embassy and Non-Academic Institution

The Ministry of Foreign Affairs/Embassy of the country may write to NAM CSSTC on behalf of the government institutions in this category for cooperation.

College / Academic Institution

The NAM CSSTC opens partnerships with academic institutions with at least accredited-A by a government accreditation

agency.

Private Sector

NAM CSSTC and private sector cooperation is initiated with due diligence principles.

Criteria for Selecting Face-to-Face Activities Participants

General

- The party that conducts the recruitment (NAM CSSTC/Foreign Ministry of the country/Embassy).
- Media of recruitment (face to face, telephone, letter, email).
Supervisor's nomination.
- Proportion of gender.
- Participant quota suitability.
- Citizenship.

Experience

- Working area (Relevance to the theme of activity).
- Experience in the involvement of other

institutions similar activities.

- Experience in involving in NAM CSSTC activities.
- The extent of the fundamental skills of the participants related to the subject of the event.

Motivation

- Motivation for participation in activities (Personal initiative, offered benefits, obligations, invited by a peer colleague).

Criteria for Selecting Speaker/Resource Person

Presentation

An assessment of presentation can be done where NAM CSSTC is invited to participate in a presentation activity by the prospective speaker.

- Method of interactive presentation.
- The relevance of the lecture with the activity theme.
- Use of easy to understand terms.
- Strong abilities in communication.
- Creativeness in methods of delivery.
- Hand-out quality.

Knowledge

- Educational background (PhD in related field).
- If the speaker is not graduating with a PhD, a minimum of six years of relevant experience can be substituted for the prospective speaker.

NAM CSSTC

- Receiving confirmation that the joint programme activities comply with the applicable regulations in partner agencies.
- Willingness of partners to comply with this document's guidelines and standards.
- Receiving confirmation that no materials created by partners violate the intellectual property rights of a third party.
- If a partner provides the venue, NAM CSSTC is entitled to receive security guarantees from safety and health risks to all participating individuals in the activity's location.
- Ensuring equal opportunities, diversity and inclusion in activities through the promotion of gender and diverse nationality for facilitators and participants.
- Receiving original payment receipts from partners for NAM CSSTC financial contributions.
- Receiving the nomination sheet from the participant's supervisor and the attendance confirmation document signed by the participant (for physical activity).

Rights

Partner

- Keeping the related programme activities books / records / archives.
- Revising the draft Letter of Agreement before signing.
- Receiving in-kind contributions / funding from NAM CSSTC as set out in the Letter of Agreement on which activities are carried out.
- Managing the delivery of programme activities as equal as NAM CSSTC workload.
- Familiarising its internal regulations with NAM CSSTC standards and mechanisms.
- Involved in the compilation of reports and follow-up recommendations from programme activity implementation.
- To include the logo of its agency in various programme publishing materials.

Principles that Underlie Rights Compliance

Sustainability

Sustainable cooperation between NAM CSSTC and partner after the programme activities have been completed.

Ownership

NAM CSSTC and partner are intensively coordinated and also responsible for the use of all the resources made available for their activities.

Equality

Ensuring that every input from the C-level to the staff level of both NAM CSSTC

and the partner institution is accommodated.

Mutual Benefit

NAM CSSTC and partner understand the policies of each agency and look for an intermediate way of finding a win-win solution if difference exist in international policy perspective.

Solidarity

The achievement with NAM CSSTC and partner is the shared success of the implementation of the programme activities.

Exploratory Meeting

The objectives of the exploratory meeting are:

- To identify potential partnerships for the implementation of programmes of technical cooperation;
- Knowing the context of NAM member countries' problems;
- Knowing what efforts NAM member countries have made and why such efforts have not been successful in resolving these problems;
- Identifying new models to resolve these issues

through NAM CSSTC technical cooperation;

- To decide whether the issues raised by dialogue partner concern NAM CSSTC.

What to Do Prior to the Event

- Brief the purpose and agenda of the meeting to the dialogue partner
- Prepare publications and pamphlets
- NAM CSSTC personnel guide: Prepare attendance sheet.

EXPLORATORY MEETING AGENDA TEMPLATE

Welcome and
introduction by host

Meeting purpose
explanation

Guest self-
introduction

Networking Lunch

Meeting explanation

Q&A

Checklist of Exploratory Meetings

	Vision shared with NAM CSSTC		Responsive to implementation (the future programme is not subcontracted)		Responsibility proportionate to the NAM CSSTC
	Identified problems (5W + 1H)		Reasonable expectations to NAM CSSTC		The dialogue partner explicitly invites to collaborate
	Comprehension of guidance on proposing programme to NAM CSSTC		Access to the facilitators / participants contact point		Newness of the programme proposed

	<p>Estimated implementation date availability <i>(at least one year before the activity is carried out)</i></p>		<p>Has at least four personnel for programme implementation</p>	<p>Is a Ministry of Foreign Affairs/Embassy or a proposal recognised by the Ministry of Foreign Affairs/Embassy/A-Accredited University</p>
	<p>SDG relevance</p>			
<p>Describe, please:</p>				

For prospective partner which meets at least 10 items in this checklist, advanced meeting may be held.

TIMELINE

Weeks before the activities Preparation of the terms of reference and raw description of the budget plan	53	
	32	Weeks before the activities Clarification of responsibilities between partners and signing of Memorandum of Understanding and Cooperation Agreement
Weeks before the activities Finalise budget plan, identify the countries receiving assistance, compile invitation letter format and attachment materials	24	
	16	Weeks before the activities* Finalise attachment materials (e.g. Concept Note/General Information, Nomination Sheet, Personal Information Sheet, Health Declaration Sheet)
Weeks before the activities Delivery of invitation	8	
	4	Weeks before the activities Delivery of Letter of Acceptance, complete the participant's pre-test sheet and the briefing needed
Week after the activities Monitoring and evaluation	1	

*) Adjustments are made if the activities are carried out virtually

Letters of Agreement (LoA)

Definition

Letters of agreement (LoA) lay down a high level cooperation policy between NAM CSSTC and partner, which may cover operational as well as technical support, under implementation of technical cooperation programmes.

Objective

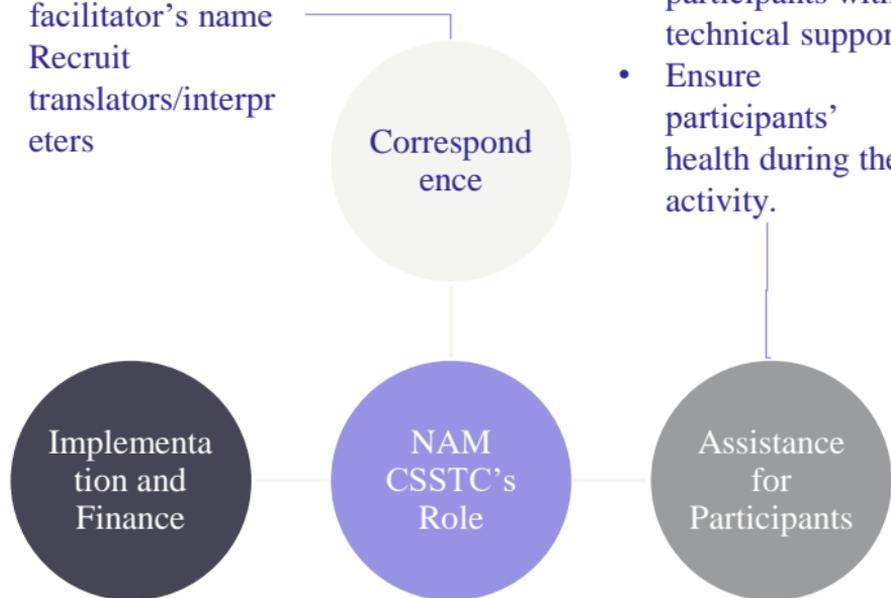
LoA provide ways of contingency mutual assistance. They allow for planning well in advance of a programme. Exercises and testing may be used to determine if NAM CSSTC / partner may or may not implement the joint approaches described in LoA.

The exercises and test forms include:

- NAM CSSTC participates in partner activities to see how partner carries out its programme activity; or
- Partner is invited to participate in NAM CSSTC activities to observe how NAM CSSTC carries out its programme activity.

- Recruit potential participants
- Nominate the facilitator's name
- Recruit translators/interpreters

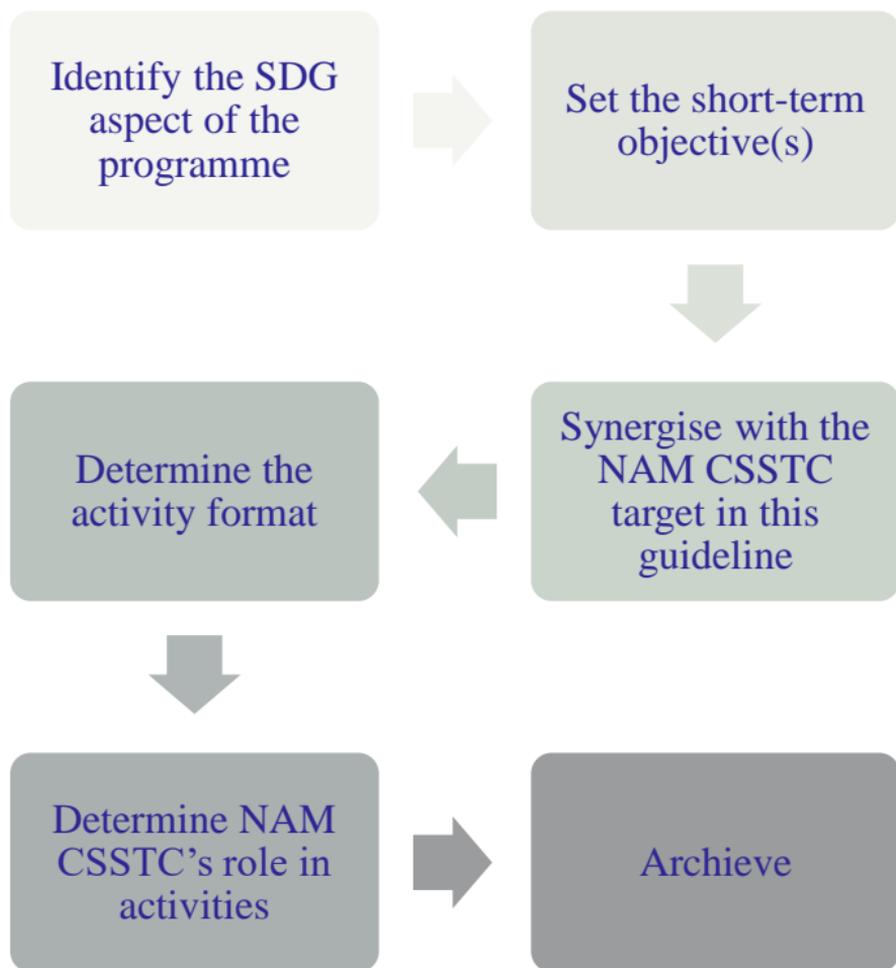
- Coordinate schedule of facilitator.
- Provide participants with technical support.
- Ensure participants' health during the activity.



- Observe the activity execution.
- Do financial accounting.
- Prepare transportation.

- Check the learning materials that the participants will receive.
- Present guest speaker(s).
- Determine the formation of the facilitator.

Steps to Develop the Terms of Reference



Methods for Implementing Activities

Virtual

NAM CSSTC recommends virtual activities if:

- The materials for activity are closely related to what participants learn and know in the real life;
- Participants have basic skills in relation to the material of activity;
- The material still can be absorbed through visual means (photos, videos);
- The main activity is to publish/disseminate a document;
- The country of beneficiary has sufficient internet bandwidth as shown by a database of reputable research institution (Minimum 8

Mbps);

- Oral and written feedback are core part of the activities.

Physical

NAM CSSTC recommends face to face activities if:

- No quarantine or complicated consular process for participants or speakers;
- The participants found the material for the event very new;
- The material can only be digested properly through practical activities;
- Beneficiary countries do not have enough bandwidth of internet.

Activity Standard Format

Seminar

- Aimed at forming a Working Group;
 - To identify common issues and challenges;
 - To identify needs;
 - To distribute initial findings;
 - To capture input on initial findings;
 - The final outcome is a recommendation, resolution or strategy which will be delivered in a conference;
 - Conducted for three days.
- resolutions, or strategies;
- Presenting keynote speaker;
 - Speakers at senior level (director or equivalent);
 - The registration method (not recruitment) is used to select the participants;
 - Conducted for a day.

Conference/Symposium

- It aims to validate seminar-formed recommendations,

Workshop

- Intended to review and identify the best approach;
- Each participant delivers presentations at the event.
- NAM CSSTC supplies participants with certificates.
- Conducted for four days.

Training

- To train extension workers/junior lecturers in order to transfer their knowledge to those in the country of origin;
- As a status indicator of increasing the human resource capacity in certain aspects;
- Testing the approach already formulated in a workshop;
- Conducted for eight days, if face to face and if virtual, for one day.

The partner may suggest other format of activity which will be discussed in the internal NAM CSSTC meeting to review the activity is considered urgent to achieve the SDGs and still pay close attention to the target in this guidelines.

Proposal Format

PROPOSAL

COUNTRY : _____
INSTITUTION : _____
PROGRAMME TITLE : _____
EXPECTED RESULT : _____
(OUTCOME)
TOPIC COVERAGE : _____
INDICATOR : _____

A. Background

B. Beneficiaries

C. Proposed Time Schedules

D. Proposer's Contribution

Focal Point,

Name:.....

Email:.....