



United Nations
Office for South-South Cooperation



South-South and Triangular Cooperation in Action
MASHAV – 60 Years of Israeli Development Cooperation

Israel

Creating a new source of income: Capacity building of smallholder farmers, mostly women,
at MASHAV's TIPA project in Senegal
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Acknowledgments

This publication is dedicated - with deep appreciation - to 60 years of Israeli conviction and belief in the power of development cooperation, international fraternity and mutual assistance.

We are living in an era of "Sustainable Development". Merely three years ago, during the 2015 General Assembly of the United Nations, the nations of the world put aside their differences and came together to adopt a comprehensive development agenda, based on sustainable pillars. This is an era in which lessons of the past are turning into actions of the future, but for millions of people around the world, the future is now, and now is the time to act.

For over 60 years MASHAV has, and continues to believe, that history calls upon us all to join hands and bring change, hope and opportunity for every single human being. This has been, and continues to be, the backbone of the State of Israel's international development cooperation philosophy, implemented profoundly by MASHAV.

By compiling six decades of MASHAV's activity, we salute all the men and women, MASHAV experts and trainers, employees and staff, in Israel and abroad, who reflected a beautiful face of Israel. These goodwill Ambassadors of the State of Israel contributed their knowledge, expertise, precious time and ideals to make our world a better place, in literally all corners of our planet. Each contributed his and her own chapter to this exciting story - the journey of a small nation, trying to add its qualitative share in improving humanity. We are proud of them all.

We would like to thank the United Nations Office for South-South Cooperation for this unique opportunity to present our work and our vision.

Ambassador Gil Haskel

Head of MASHAV

Foreword

It is with great pride that I present to you this publication, on the auspicious occasion of the 60th anniversary of MASHAV, the Israeli international development and aid agency.

Just imagine the scope and depth of vision of Foreign Minister Golda Meir and Prime Minister David Ben Gurion, when they decided, during the last days of 1957, while the State of Israel itself was still very much attempting to find its own way within the global scene, to establish an Israeli Bureau for International Development Cooperation. Those were days of economic austerity and hardship for the young nation of Israel, which was struggling to establish a viable and stable economy, nevertheless, the philosophical-Jewish trait of “Tikun Olam” (healing the world), coupled with a unique and genuine geo-political outlook, resulted in the formation of an Israeli aid and development agency. One can only look back with full admiration at the founding fathers and mothers of our nation for this commendable act.

Years later, as we mark six exciting decades of Israeli aid and development activity worldwide, we feel fully entitled to be proud. The State of Israel, as a member of the family of nations, has proven itself to be a committed actor, fulfilling its international responsibility as part of global

efforts to achieve sustainable development and contribute to the fight against poverty. Supporting those who face great development challenges worldwide, while leaving no one behind, goes to the heart of what it means to be a Jewish State.

The Israeli experience of extremely rapid development taught us that solutions to these challenges lie, first and foremost, in human resources. To that end and throughout its history, MASHAV focused its many development activities on human capacity building, including the “training of trainers” approach, as a means to reach and empower the grass roots level of communities and nations in need. MASHAV has always placed people at the heart of its development activity.

Since its establishment, and based on the belief that human development should be unconditional, MASHAV has trained close to 300,000 professionals from over 140 countries across the globe, some of which have limited or no diplomatic relations with Israel. MASHAV has been, and continues to be, a manifestation of Israel’s diplomatic and foreign policy approach of bringing Israeli goodwill to every human being in need, regardless of nationality, religion, race, age, gender or distance.

MASHAV is proud to mount the flag of the State of Israel throughout the world, and as President Reuven Rivlin stated “MASHAV is Israel and Israel is MASHAV”.

This is an opportunity to reaffirm and strengthen Israel’s commitment to continue our efforts to develop innovative and affordable technologies and solutions, and to share our knowledge and expertise, inspiring and supporting fellow nations, communities and individuals in their struggle to improve their livelihoods.



A handwritten signature in black ink, appearing to read 'Gil Haskel'.

Ambassador Gil Haskel

Head of MASHAV

Foreword

Recent decades have seen significant shifts in the global development landscape. One of those changes has been the evolution of some developing countries into partners well positioned to share their home-grown experience and practical knowledge. These countries have successfully addressed their own development challenges and are eager to share their successes with the world.

The State of Israel is one such country. Since gaining its independence in 1948, Israel has transformed from a developing country to a high-tech advanced economy. It achieved this through supporting scientific research, the development of human resources, and making use of new and innovative technologies.

Many of the solutions that spearheaded Israel's development are presented in this edition of South-South and Triangular Cooperation in Action, which I am pleased to present in partnership with MASHAV. Over the past 60 years of its operations, MASHAV – Israel's Agency for International Development Cooperation – has taken these solutions and made them available to other countries.

What is noteworthy is the extent to which Israel's development cooperation today is in line with many of the principles of South-South and triangular cooperation. MASHAV is putting into practice the belief of David Ben-Gurion, Israel's first prime minister, that "...the principles of mutual assistance and equality should also constitute the basis for international relations between people". Its programmes are demand-driven and aligned with partner countries' national priorities. There

is an explicit focus on sharing accumulated expertise through technical assistance, capacity building, and training. Shalom Clubs – the MASHAV alumni association – help to facilitate ongoing exchange between countries and across regions.

The demand-driven transfer of these solutions, through North-South, South-South and triangular cooperation modalities, is contributing to the attainment of the 2030 Agenda and other internationally agreed development goals.

I would like to take this opportunity to congratulate MASHAV and the State of Israel on 60 years of development cooperation. I am certain that the cases and examples presented here will provide guidance for other countries to engage further in new and emerging forms of development cooperation.



A stylized, handwritten signature in black ink, consisting of several loops and a long tail.

Jorge Chediek

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



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Chapter I

Introduction to
MASHAV

Over the course of 60 years, MASHAV has been active in 140 countries worldwide, directly training close to 300,000 men and women in a broad variety of fields.

What started as a modest technical assistance program has transformed into a blooming world-renowned aid agency, while reflecting the spirit of Israel's international development cooperation program and the ultimate goal of sharing knowledge, expertise and ideals to make our world a better place.

Historical Review

MASHAV, Israel's official international development cooperation program, was launched in 1958 with the aim of sharing with the rest of the developing world the know-how and technologies which provided the basis for Israel's own rapid development.

After achieving independence in 1948, scientific research and technological development were key factors in rebuilding the country to become a modern State. New and innovative technologies were developed to meet the challenges of a growing country with scarce natural resources. From the earliest years of Statehood, Israel's leaders were moved by a compelling desire to share

the knowledge gained from Israel's own development experience with the newly independent countries of Africa and Asia.

David Ben-Gurion, Israel's first prime minister, believed that *"...the principles of mutual assistance and equality should also constitute the basis for international relations between people... [and] must be based on the solidarity of all human beings, derived from fraternity and mutual assistance in every sphere of life - the economic, social and scientific."*

In 1958, then Foreign Minister Golda Meir visited Africa for the first time. Deeply moved by the challenges the young nations faced while struggling for independence, she returned convinced that Israel must play a



significant role in assisting these nations in dealing with problems of health, education, malnutrition, low status of women, and the struggle for resources. Golda Meir's personal commitment to international cooperation led to the creation of MASHAV as a special Division for International Cooperation within Israel's Ministry of Foreign Affairs.

During the 1960s, Israel was itself still a developing country. Nevertheless, it had a bilateral aid program comparable, relative to the size of its economy, to that of the major developed-country donors of the time.

MASHAV was the government organ responsible for managing the aid program, and grew to become the largest department in Israel's Ministry of Foreign Affairs.

Two intertwined factors enabled the rapid growth of Israel's aid program during such a short period of time. The first was the firm steadfast moral commitment of Israeli leaders to cooperation with the developing world. The second was the strong demand from both beneficiary countries and multilateral agencies for Israeli expertise.

Just a year after its inception, MASHAV was dispatching hundreds of advisors and technical assistants all over the developing world, and training thousands of participants in medium- and long-term courses in agriculture, public administration, medicine, trade union management, cooperatives, empowerment of women and community and rural development. Training occurred both in partner countries and through a network of training institutes across Israel.

During these formative years, Israel instituted diplomatic relations with 33 African nations. In 1961, David Ben-Gurion wrote in his "Essay on International Development": "From the start

of the State, before the tide of independence swept over Africa, our Government has deemed it a principle aim of foreign policy to form links with the peoples of Asia and help their development forwards as far as it could, within the limits of our modest economic and technical resources... Israel has been granted the great historic privilege, which is also a duty, of helping to solve the gravest problem of the 20th century: the problem of the dangerous gap between Asia and Africa on the one hand and Europe and America (and Australia) on the other. Nothing but the closing of this gap can bring about true fraternity and international cooperation."

Sixty years later, MASHAV is in a unique position in the international development arena in two very important aspects:

1. Providing proven solutions to development challenges.

As a country that has gone through the transition process from a developing country in the 1950s into a donor country and the 33rd member of the OECD in less than 70 years, Israel feels that it can share with others first-hand experience in development. MASHAV makes available the wealth of knowledge and expertise accumulated in Israel to meet today's development challenges.

2. The message that difficulties and development challenges are surmountable.

If one considers the hardships that Israel had to face – difficult climatic conditions; large waves of new immigrants arriving from different countries and backgrounds; a hostile neighbourhood; very poor infrastructure; and few natural resources – then success is possible for other countries as well.

South-South and Triangular Cooperation in Action

As a small agency, MASHAV had to carefully plan its programming in order to bring about the desired impact and change. Therefore, the following guidelines were set:

- Concentrate on fields and disciplines in which Israel has a comparative advantage, know-how and experience.
- Be effective: results-oriented and demand-driven rather than supply driven.
- Develop horizontal partnerships and focus on human capacity building. A single individual can change an institution, a community, policy, and reality. This is our inspiration.

There is no single approach to overcoming the immense development challenges before us. MASHAV takes pride in what a small nation has contributed throughout the decades, and will continue to contribute towards the fulfilment of the 2030 Agenda for Sustainable Development.

Emerging from the past is a journey, not a destination. Achievements along this journey – be they small or large – help touch the lives of millions of people around the globe. Development is a partnership that requires the commitment of all.

Mission Statement and Guiding Principles

To lead the State of Israel's efforts in empowering the developing world by sharing tools to overcome development challenges and elicit sustainable transformation within their own societies

MASHAV promotes a two-pronged approach to development. Firstly, there is a strong focus on capacity building and technical assistance at a national and community level. Secondly, there is a focus on implementing development diplomacy on a multilateral level that includes forging partnerships,



conducting development dialogues, and bringing expertise to discussions on the global policy level.

The Jewish principle of *"Tikun Olam"* (healing the world) is the guiding spirit behind MASHAV's development work. It embodies our profound belief in our obligation to share

our accumulated know-how and experience to improve the lives of others.

In order to achieve the best possible development outcome and provide development solutions in areas in which Israel has a comparative advantage, MASHAV adheres to the following guiding principles:

MASHAV activities focus on areas in which Israel has a comparative advantage and accumulated expertise

MASHAV believes that the greatest possible contribution can be made in fields in which Israel has relevant expertise accumulated during its own development experience as a young country facing similar challenges. Due to such similar conditions Israel has been, and effectively still is, a laboratory for development solutions.

MASHAV focuses on human capacity building and training

MASHAV believes that training of trainers and other capacity building activities are the best way to achieve maximum impact in development activity. Education and the transfer of skills and capacities lead to empowerment – the surest guarantee of sustainable growth.

MASHAV focuses on technical assistance

Many of MASHAV's activities focus on technical assistance through the provision of experts sharing their knowledge and technical know-how, with practical demonstrations.

MASHAV operates according to international agreed standards and principles of aid effectiveness

Among these: demand driven programs; country program ownership; alignment to national development programs; creation of development partnerships; and more coordination. MASHAV adheres to the accepted international principles as stated in the 2030 Agenda for Sustainable Development.

MASHAV believes in active consultation with local partners

For development cooperation to work, it is not enough to assist developing countries to acquire new technologies and methodologies which have had a positive effect elsewhere. The solutions that may work in one culture or geographical area can be inappropriate or even harmful in another environment. Thus, MASHAV emphasises the importance of developing local solutions in partnership with local organizations, working jointly to create new ideas or adapt approaches to local needs rather than just blindly adopt them.

Development Diplomacy

MASHAV promotes the concept of “Development Diplomacy” to take a more active role in engaging in development policy at the global level. MASHAV believes in establishing development dialogues with partner countries to provide the opportunity to shape and discuss global development policies and to form the basis for potential development cooperation.

MASHAV’s approach to development states that every program must be comprehensive, inclusive and carried out in an integrative fashion

MASHAV endorses and strives to implement all its activities with a comprehensive and holistic approach to development, including the incorporation of several cross-cutting issues such as gender and the environment.

MASHAV implements small-scale activities aimed at “bottom-up”, community-driven development which are part of national programs

MASHAV endeavours to identify relevant project activities that can serve as a catalyst for wider-scale development.

MASHAV seeks cooperative projects with other national and international development organizations

As part of the efforts towards achieving the 2030 Agenda, the international community has been called upon to create more partnerships for development. MASHAV is making a special effort in this direction through creating international and triangular partnerships in subject areas in which Israel has a comparative advantage. Partnerships are made with development agencies (governmental and non-governmental), international organizations, development banks, and NGOs. MASHAV’s experience with such joint projects, often on a cost-sharing basis, has been very positive, broadening the impact of the potential contribution and the efficacy of the projects undertaken.

MASHAV believes that development cooperation can and should be used to forge bonds of peaceful cooperation between Israel and its neighbours

Consequently, MASHAV implements bilateral and regional development cooperation programs with our neighbours and endeavours to be even more active throughout the Middle East, regardless of the political climate.

How MASHAV Works

Since its establishment, MASHAV has promoted the centrality of human resource enrichment and institutional capacity building in the development process. While there are many theories and approaches to development, MASHAV's approach places the human dimension at the centre of its development activity, viewing it as an end in itself, rather than as means to an end.

MASHAV works with local stakeholders and communities to unleash local human potential and ingenuity to develop innovative solutions to their own development challenges. This in turn strengthens the dynamic of community ownership and produces agents of change within a society. Placing the individual at the centre creates resilient communities and less dependence on external sources. A community which is composed of empowered members is more sustainable than one receiving periodic financial support.

MASHAV's development programming is comprised of technical assistance, capacity building, and the sharing of relevant knowledge to empower governments, civil society, and individuals with the tools to overcome poverty and transform their communities.

Based on a demand-driven approach to its activities, MASHAV works in active consultation with local partners and in accordance with the needs and demands of partner countries. MASHAV conducts its professional training and capacity building activities both in Israel and abroad while providing expert dispatches and consultancy services to partner countries. The training and capacity building program within Israel is facilitated at MASHAV's three core training

extensions and seven affiliated professional study centres.

Since MASHAV's establishment, close to 300,000 professionals from over 140 countries have been trained in various fields in Israel and abroad, while numerous projects have been implemented in partner countries throughout Sub-Saharan Africa, Eastern Europe, Latin America, Asia and the Pacific. MASHAV directs its development efforts towards countries and regions where, together with local communities and in line with national development priorities, they can achieve maximum impact.

As part of the efforts towards implementing the 2030 Agenda for Sustainable Development, the international community reaffirmed its commitment to enhancing international collaboration and strengthening global partnerships. In line with this commitment, MASHAV promotes and engages in development cooperation on a bilateral, trilateral, and multilateral level to more effectively enhance development policy and strengthen global alliances for achieving social, economic, and environmental sustainable development.

MASHAV also recognizes the importance of engaging in multi-stakeholder partnerships with civil society and the private sector. Mobilizing Israeli civil society and the private sector to invest in development activities can help generate greater resources and innovative solutions to development challenges. Moreover, for MASHAV, development cooperation also serves as a catalyst to forge bonds of peaceful collaboration between Israel and its neighbours. The agency therefore implements regional cooperation programs with neighbouring countries throughout the Middle East.



In 2015, MASHAV initiated a new micro financial grant to support ongoing development projects which were launched and are operated by graduates of MASHAV training programs both in Israel and abroad. This new tool complements MASHAV’s capacity building activities by supporting grassroots development initiatives.

Shalom Clubs

The idea of forming a MASHAV alumni association developed in 1961 as a means of keeping in touch with each other and communicating with colleagues with whom they shared professional and social interests.

There are now more than 70 Shalom Clubs worldwide, serving as a forum for the exchange of ideas and for members to donate their expertise to organize activities for the benefit of their communities. The local Israeli diplomatic mission cooperates with the Shalom Clubs members, providing assistance in organizing voluntary activities including: workshops on professional topics; organization of events to raise funds for local charities; mobilization of club members to donate their professional services for community development; and humanitarian activities. Members of the Shalom Clubs play an integral role in determining the focus and scope of programming of their clubs.

Shalom Club Cameroon

The Embassy of Israel in Cameroon together with the Shalom Club and members of the local “Generation Change” organization organized a day full of activities for over 120 children from 3 orphanages in the Yaoundé area, including arts and crafts, sporting games, gifts and fun snacks.



A local start-up company set up an electronic games corner, and the Embassy staff surprised the children with a wide selection of inflatable trampolines. The day included also medical check-ups, vaccinations and health information corners, provided by the Cameroonian Nurses Association (IUIA).

Shalom Club Georgia

The Guria Shalom Club in Georgia inaugurated a unique greenhouse for children with special needs and their families in Chokhatauri. The greenhouse was established by the Embassy of Israel in Tbilisi under the auspices of MASHAV. It produces strawberries and serves as a focal point for agricultural, cultural and social activities especially organized to meet the special needs of the children and their families.

Shalom Club Kenya

Kenyan teachers, who are graduates of MASHAV courses, established the Education Chapter of Kenya's Shalom Club. With the number of teachers in MASHAV's programs growing every year, the newly formed chapter intends to program activities to benefit their society. The inauguration ceremony counted with the distinguished presence of Ms. Leah Rotich, Director General, Ministry of Education, Science and Technology, Kenya.

Shalom Club Paraguay

The Club members and the cultural association "Friends of Israel", have been regularly carrying out solidarity campaigns for several years to strengthen the remote indigenous community "Jerusalem" located in Paraguay's Chaco region. Voluntary missions organized to strengthen this vulnerable community include distribution of clothes, school supplies, medicines and food.



Shalom Club Nepal

The Embassy of Israel in Nepal and the local Shalom Club, under the auspices of MASHAV, organised a social event for the children of Kathmandu's orphanage. Activities included wall climbing at Kathmandu's Climbing Center and lunch.



MASHAV Main Priority Sectors

MASHAV concentrates its development assistance and limits the number of sectors in which it operates. This is in line with the Sustainable Development Goals, recommendations from the Organisation for Economic Co-operation and Development (OECD), good practices of members of the Development Assistance Committee (DAC) of the OECD, and as a part of a concerted donor efforts to combat the challenges associated with the proliferation and fragmentation of aid.

MASHAV focuses its activities on areas in which Israel has a comparative advantage and accumulated expertise. These areas include:

Food Security and Agriculture

Food security is paramount to the eradication of poverty and the achievement of sustainable development. MASHAV's activities are based on Israel's own agricultural and rural development experience developing the agro and rural sectors under semi-arid and arid climatic conditions, and the management of limited natural production resources, together with the integration of appropriate agro-technologies, water and irrigation, research and development and agricultural extension - delivering know-how to farmers and to the rural areas at large, to enhance overall national employment and economic growth.

MASHAV provides capacity building, training, technical support and consultation in the areas of: dry-land agriculture; irrigation and



water management; agricultural research and development; fruit/vegetable production; animal husbandry; aquaculture; combating desertification; and adaptation to climate change among other related fields. MASHAV's development activities in this field are often accompanied by the establishment of agricultural demonstration plots, irrigation systems, and agricultural centres of excellence.

Education

Education plays a vital role in the fight against poverty, the empowerment of women, and the promotion of human rights and democracy, serving as a key driver of sustainable development. In its contribution to international efforts at ensuring inclusive and equitable quality education, MASHAV's

programming focuses on providing professional training and capacity building to senior personnel of formal and informal educational systems, and to government officials in related fields.

MASHAV embraces a holistic and integrative approach to education-related issues based on the belief that education should be flexible and adapt itself to the individual student. It provides training and consultancies in a variety of subjects, ranging from early childhood education to adult education, special education and programs for at-risk youth as well as topics such as innovation and entrepreneurship for the educational system, ICT in education, capacity building for educators and school staff through civic awareness based on democratic principles, amongst others.



Medicine and Public Health

In line with the SDGs to promote health and well-being, MASHAV engages in activities in the fields of emergency medicine (planning and response) and trauma care (organization of a trauma system, managing mass casualty situations), public health services, neonatal and maternal healthcare, and improving the delivery of medical services in rural regions. This includes the introduction of crucial medical facilities as pilot projects aimed to promote disciplines such as intensive care, emergency and trauma units, and dialysis and neo-natal units. MASHAV undertakes the planning, construction, provision of equipment, and training for these facilities.

Programs in these fields include assisting in the process of health system reforms being implemented on administrative and organizational levels, as well as concentration on human and institutional capacity building. MASHAV's professional training activities in medicine and public health are conducted both in Israel and on-site in host countries.

Community Development

Civil society can serve as a catalyst for political, social and economic transformation and play a critical role in the achievement



of the SDGs. It often represents the interests and needs of various sectors and echelons of society, including the most marginalized and disenfranchised communities. Resilient communities and civil societies also promote good governance, while demanding transparency of government institutions and policies which strengthen community services, and advance adherence to the rule of law and universal human rights principles.

MASHAV focuses on building and strengthening communities and civil society through strategically providing leadership training and support for women to increase their participation in political and public life. Moreover, MASHAV offers training for effective community and rural development, collaborative action, networking and the establishment of cooperatives to further enhance economic growth, while bolstering the programming and impact of local NGOs among other activities.



Innovation and Entrepreneurship for Development

Entrepreneurial training, especially for women and young people, combines the elements of education and poverty alleviation which are at the forefront of the 2030 Agenda. In the era of globalization, governments and educators are required to create an empowering environment which provides the conditions to successfully develop innovations as a tool to meet new challenges within the global economy.

MASHAV training programs cover areas such as creation of small and medium enterprises; innovative entrepreneurship – from an idea to starting a business; support systems for entrepreneurs; and the use of ICTs in support systems for microenterprises advancement.



Gender Equality and Empowerment of Women

Sustainable development is only possible when women and men enjoy equal opportunities to reach their full potential. While progress has been made over the years, structural gender inequalities, discrimination, and violence against women still exist in many societies. Often rooted in societal and cultural norms, these gender inequities hamper the ability of women to lift themselves from poverty and secure sustainable solutions to improve their lives and the lives of their families. Moreover, they reinforce the cycle of poverty and ultimately inhibit the generation of greater economic growth and progress on local and national levels. Empowerment of women and gender mainstreaming is thus a critical and integral component of MASHAV's development policy and program design.

In its current work towards achieving gender equality, MASHAV focuses its efforts on strengthening entrepreneurial skills and innovation through building the capacity of female small-business owners in various sectors. Moreover, emphasis is placed on equipping women with tools to tackle gender-based violence and discrimination and to successfully engage in political processes and public life.



Rural and Urban Development

MASHAV promotes a multi-disciplinary approach of integrated regional development, combining both vertical integration at the macro and micro planning levels, as well as horizontal integration of different sectors.

The goal of eradicating poverty is achieved through the promotion of social-economic rural and urban development, while viewing the region as the basic unit for development and planning.

MASHAV's programs include professional training in the areas of regional and local competitiveness; local economic development and strategies for poverty reduction; income generation activities in rural areas; strategic planning for local development; urban rehabilitation projects; development of sustainable rural tourism.



Humanitarian Aid

Beyond development programming, MASHAV is also the Israeli government's main organ responsible for coordinating Israel's official humanitarian assistance and emergency relief. Based on Israel's vast experience in crisis response, MASHAV rapidly organizes and dispatches needed supplies, medicines, and medical assistance to countries in crisis.

MASHAV conducts blindness prevention and eye-care missions in partner countries, designed to treat patients suffering from various degrees of blindness and ocular disease. The missions are undertaken by teams of Israeli ophthalmologists and operate on the premises of local hospitals or

clinics. Hundreds of surgical procedures are performed by the Israeli teams which work together with and professionally train local personnel.



A hero or heroine does something other people can't do.

There were more heroes or heroines in the past than now.

Heroes and heroines are people everyone likes.

Sporting heroes or heroines do not count as proper heroes.

Heroes and heroines are people everyone likes.

A hero or heroine is always famous.

A hero or heroine is someone you respect.

A hero or heroine makes the world a better place.

A hero or heroine can be from any country.

A hero or heroine has overcome difficulties.



Chapter II

MASHAV's South-South and Triangular Cooperation

MASHAV at a Glance

- Close to 300,000 graduates from over 140 countries around the world
- Over 50 Training Centres and Demonstration Projects around the world
- Each year:
 - Over 5,000 trainees from all over the world
 - 160 courses in Israel and abroad
 - 100 short-term consultancy missions

Participants in MASHAV courses in Israel 1958 to 2017

Africa	37,510
Asia & Oceania	19,881
Latin America	33,726
Central Europe & Eurasia	14,524
Mediterranean Basin	4,862
Middle East & North Africa	11,224
International Partners	419

Participants in MASHAV courses in host countries 1958 to 2017

Africa	32,613
Asia & Oceania	63,699
Latin America	58,319
Central Europe & Eurasia	13,878
Middle East & North Africa	2,758

MASHAV Around the World

The guiding principles of MASHAV's training and capacity building programs are sustainability and replicability. MASHAV emphasizes the importance of creating effective partnerships for development and of implementing cooperative projects with a wide range of partners with each side contributing its strengths and unique experience and expertise, on a bilateral and trilateral basis.

Moreover, MASHAV establishes agricultural pilot and demonstration projects all over the world, to serve as a platform for training, extension and research and development. They involve demonstration and capacity building activities on a "train the trainer" basis, and showcase

relevant technologies, together with long-term capacity building programs, including, in some cases, the posting of a long-term Israeli expert consultant at projects sites.

Regional Cooperation

Regional Workshops

Professionals from Cambodia, the Lao People's Democratic Republic and Myanmar took part in regional courses held within the framework of trilateral cooperation between MASHAV and the Thailand International Cooperation Agency in the areas of agricultural technologies, early childhood education, and entrepreneurship.

MASHAV in Latin America

Business Labs Entrepreneurial Training for Young People

The World Bank states that nearly half the people of the world today are under 25 years of age. Nine out of ten of these young people live in developing countries. A billion of them will need jobs in the next decade. More importantly, the majority of the poor in the developing world are children and youth. Poverty traps youth with insufficient education, life skills or job skills, making the transition from school dropout to the workplace difficult and perpetuating the cycle of poverty.

Entrepreneurial training for young people combines elements of education and poverty alleviation which are at the forefront of the 2030 Agenda. In this era of globalization, governments and educators need to create an environment that empowers youth and gives them the ability to develop innovations as a

tool to meet new challenges within the global economy.

Within this framework, a successful comprehensive model of entrepreneurial training for youth has been developed. The model has been implemented in 29 states in Latin America and the Caribbean by MASHAV in cooperation with the Young Americas Business Trust (YABT).

MASHAV and YABT, in cooperation with the Organization of American States (OAS), have developed an effective and sustainable model called "Business Laboratories - Training of Trainers". The model emphasizes a motivational "learning by doing" approach combining classroom knowledge with practical skills in microenterprise training for teachers and students, conducted both in Israel and in the beneficiaries' countries. The innovative methodology of introducing entrepreneurial skills through a hands-on experience enables this model to be adapted to different target populations.

A successful multiplier effect is created by a training of trainers methodology. These trainers then return to their country or community and train others, with thousands of new business and new jobs opportunities created by young people for young people. To date, more than 25,000 people have benefited from the project.

MASHAV Cooperation with ECOWAS

Bilateral Cooperation, Sharing of Knowledge and Capacity Building

MASHAV and the Economic Community of West African States (ECOWAS) agreed to promote bilateral cooperation including the sharing of knowledge and experience,

through capacity building and technical assistance in the areas of transfer of technology for agricultural intensification, water and land management, and development of public-private partnerships. The first MASHAV-ECOWAS Agricultural Ministerial Conference was held in Israel in 2016.

Cooperation with Countries

MASHAV in Cameroon

Improving the Mango Value Chain

This trilateral cooperation project is carried out in cooperation with the Ministry of Agriculture and Rural Development of Cameroon by MASHAV and the German

Agency for International Cooperation (GIZ) within the framework of the Israel-Germany Africa Initiative.

The goal of the project is to increase the productivity and income of smallholder farmers, and to generate greater employment opportunities through the introduction of innovations and techniques for improving the mango value chain in Cameroon. Among the subjects covered within the project are: integrated pest management; provision of quality training for the establishment and management of orchards and nurseries on mango fruit production; introduction of new varieties of mangoes and improvement of the supply of mango rootstocks; and the establishment of demonstration plots.



In November 2017, MASHAV experts brought 600 mango scions from Israel to Cameroon to graft with local varieties and train local experts.

Open Field Crops

The joint project between MASHAV, the French Development Agency (AFD- Agence française de développement), and the Ministry of Agriculture of Cameroon includes the establishment of three demonstration plots for vegetables and open field crops in Obala, Garoua and Sanmalima, focusing on sustainable soil and water management and irrigation techniques.

MASHAV in China

Dairy Cattle Demonstration Farm

The Sino-Israel Demonstration Dairy Farm at Yongeldian, near Beijing, was designed based on Israeli experience. It includes calf hatches, heifer sheds, milking-cow sheds, dry-cow sheds, calving pen, cow "hospital"- treatment shed, milking centre and feed centre. All the activity in the farm such as milk production and quality, herd health and herd fertility is monitored on daily basis by the main computer, with advanced herd management software developed and made in Israel.

Applying the latest Israeli designs, technologies and expertise on its herd of over 1,050 dairy cows and 650 heifers, the farm has raised milk production to over 11,500 kg. per cow – the highest in China. The farm serves as a training centre for thousands of dairy producers from China and from neighbouring countries.



MASHAV in Colombia

Dairy Cattle Project

A Dairy Cattle Project is being carried out by MASHAV in Colombia in cooperation with the local government of the Atlantic Department. This Department is located in northern Colombia, in the Caribbean region. Agricultural activities are one of the major activities in the Department's economy, and the livestock sector represents close to 80 per cent of the Department's agricultural GDP.

This demonstration project covers different dairy-production activities such as nutrition, reproduction, and milk quality and includes capacity building activities. The main goal of the project is to achieve a greater and more

efficient dairy production through sharing know-how and new technologies for the automation of dairy sector activities across all links of the production chain.

MASHAV in Ethiopia

Small Holder Horticulture Project

Ethiopia's rural development policy and strategies prioritize the transformation of smallholder subsistence agriculture to market-oriented production. Within this framework, the production of fruit trees is vital to Ethiopian agriculture as it provides additional source of farmers' income and adds important nutrients and vitamins to the daily table. The introduction of elite varieties and production of uniform high yielding plant



material is essential in this regard as well as the introduction of rootstocks that can stand soil-born biotic and abiotic effects.

Moreover, agricultural extension services have an important role to play in increasing agricultural production and productivity and thereby support the transformation of the sector. Accordingly, the overall objective this project is to enhance horticultural production through advanced agro-technologies and extension.

The project, in cooperation with the United States Agency for International Development (USAID) and the Ministry of Agriculture of Ethiopia, focuses on promoting economic growth in rural areas by strengthening commercialization of small farmers in horticulture production in areas with recognized market potential and to increase the export of avocados (Hass variety). Graft seeding is distributed to smallholder farmers of different parts of the country. The joint

program demonstrates large-scale plant production with timely production planning and quality control inspections.

Enhancing Irrigation Efficiency and Water Management as a Tool for Adaptation to Climate Change

In times of climate change when extreme weather conditions increase steadily, it becomes more and more important to secure food production by assuring irrigation for farmers. In Ethiopia, 80 per cent of the population is engaged in agriculture, which is the country's main source of employment, revenue and export earnings.

Since Ethiopian farmers are increasingly affected by extreme weather conditions such as droughts and flooding, small scale irrigation has become a major tool in adapting to climate change. This joint Ethiopian-Israeli-German project aims at improving the irrigation efficiency and



South-South and Triangular Cooperation in Action

water management for small and medium-sized farms in Ethiopia. The objective is to improve farmers' capacities to adapt to climate change and to ensure sustainable agricultural development, providing necessary expertise and technical support.



Expected to benefit more than 1,000 small-holder farmers, the project is being implemented in regions where the land, soil and agro-ecological natural resource base, if complemented with irrigation-water, would materially alter the agricultural production system and help the farmers cope with climate change events. The direct project beneficiaries are the regions' subsistence farmers with small and medium sized farms.

MASHAV in Ghana

Early Childhood Education



This project was established in Accra, Kumasi and Tamale in cooperation with the Ministry of Education of Ghana, with the goal of introducing change in early childhood education in Ghana. It is focused on creating a nucleus of pedagogical mentors to integrate into teaching programs and to accompany newly-trained teachers in their practical work in the field. The program focuses on the Israeli approach of "Learn through Play" which is based on the educational philosophy and research that young children learn better through play and active involvement with their environment and their peers.

This approach is different to the one being practiced in Ghana, so the main goal of the project was to give teachers the experience of learning through play, in order to understand the power in this kind of learning.

The project emphasized the following areas: defining the developmental needs of the young child and how they learn; strengthening the image of the kindergarten teacher, empowering them as a leader and defining their role; creating a rich and stimulating learning environment in the kindergarten; practicing a variety of teaching strategies for active learning; planning integrated topics based on the local curriculum; and organizing the daily schedule in the kindergarten to include work in large and small groups, and free play.

Reducing Neonatal and Maternal Mortality

In line with Ghana's development goals to reduce infant mortality and improve access to quality healthcare, MASHAV has partnered with local authorities to enhance the professional capacity of hospitals and medical staff to provide adequate neonatal care for sick and high-risk infants, and to low-birth-weight and preterm new-borns.



In cooperation with the Soroka University Medical Center in Israel, MASHAV has established two Mother and Baby Care Units in 2 hospitals in Kumasi, including provision of all necessary medical equipment for the care of high-risk and moderately sick newborns and their mothers. The units are based on the Kangaroo Mother Care method, which involves infants being carried in direct skin to skin contact by a parent, usually their mother, and exclusive breastfeeding.

As part of the project, MASHAV provides on-site training and capacity building for medical staff on neonatal care procedures, methodologies, management, and unit operation. So far more than 4,000 infants have been treated following the project's inception.

MASHAV in India

The Indo-Israel Agriculture Cooperation Project



This joint program includes the establishment of 29 Centres of Excellence throughout India. The Centres provide a suitable platform for a rapid transfer of technology to farmers. This includes demonstration of know-how and new agricultural technologies such as

protected cultivation, drip irrigation and fertigation. These will be later adopted by the farmers to increase their yields and income, taking into consideration the sustainable use of water, introduction of new varieties, fertilizers and pesticides. A long-term MASHAV agricultural expert accompanies the program.



For India, the issue of food security has become crucial, leading the country to a compelling need to find alternative ways to feed its 1.2 billion people. Two elements are critical to achieve this goal. The first is the transition towards sustainable agriculture, including implementing agricultural production practices which take into consideration the protection of natural resources and the environment; effective utilization of water resources; and the reduction of harmful pesticides. The second element is diversification – by diversifying the food basket, the population will benefit from a larger supply of fruits and vegetables, a primary source of essential minerals and vitamins.

Throughout the years Israel has developed unique expertise and approaches to sustainable agricultural and rural development under semi-arid and arid

climatic conditions. The management of limited natural resources is conducted by the integration of appropriate agro-technologies, water and irrigation, research and development, and agricultural extension services. Based on these achievements, the Indo-Israel Agricultural Cooperation Project was started in 2008, following a plan for the establishment of Agricultural Centres of Excellence (CoE) including conducting professional activities focusing mainly on human capacity building, the transfer of knowledge and professional support to the agricultural development projects conducted in the different Centres.

The Centres are jointly set up according to the requirements and needs of the Government of India. They address both small and large farm holders thus offering a wide range of agricultural practices - from hi-tech poly-houses to walking tunnels and net houses, in order to enable all to benefit from the new technologies. During the establishment and operation of these Centres, the technologies and methods are adapted to the local conditions and requirements of the farmers.

MASHAV in Kazakhstan

Irrigation Demonstration Center

Intensification and specialization of modern agriculture is a holistic process that demands the introduction of adaptive technologies to existing conditions in a sustainable and efficient way with effective measures for protecting the environment; and conducting training programs that allow the formation of professional and farmers.

Within this context, the Israel-Kazakhstan Irrigation Demonstration Center was

inaugurated by MASHAV in Ushkonyr, Almaty region. The Centre, the first of its kind in Central Asia, focuses on the demonstration and transfer of Israeli innovative irrigation technologies adapted to the local agricultural conditions and environment including the efficient use of water and fertilizers. The Centre also provides guidance and support to initiatives and projects in agriculture and agro-technology towards the development of the rural agricultural sector in general.

MASHAV in Kenya

Education for Sustainable Development



The Ministry of Education of Kenya, MASHAV, and the Kenya Primary Schools Head Teachers Association are cooperating towards the implementation of Education for Sustainable Development (ESD) in the curricula of learning institutions.

Kenya has recognized ESD as an integral element of quality education and a key enabler for sustainable development. Within this framework, the Ministry of Education

appealed to MASHAV to establish a joint project directed towards improving the country's educational system.

The project involves the establishment of broad teaching and learning processes that emphasise an interdisciplinary and holistic approach, which promotes critical and creative thinking in education and adheres to the understanding that the promotion and implementation of ESD should become an integral element in curricula of learning institutions. The project underscores that the path to establishing institutions based on the tenets of ESD requires thorough, long-term development and support activities.

Between 2010 and 2017 close to 800 Kenyan educators from over 90 schools and institutions took part in training activities conducted both in Israel and in Kenya.

Improving the Lake Victoria Ecosystem

With the goal of increasing the income of fish farmers' households, eradicating poverty in the region and improving the Lake Victoria ecosystem, Kenya, Germany and Israel have joined hands in a trilateral cooperation to improve the farmed tilapia value chain. The aim is to enhance sustainable ways of protecting the environment of Lake Victoria by creating alternative livelihoods for the communities living around the lake.

This is achieved by enhancing knowledge and capacity building for improved productivity for commercially oriented and subsistence farmers, and for fingerling producers, through training of extension officers, teachers and advanced farmers that intend to serve as trainers of fish farmers.

MASHAV in Rwanda

Horticulture Centre of Excellence for Agriculture and Rural Development



This recently established Centre of Excellence (CoE) was conceived in support of Rwanda's national plan to modernize its agricultural sector, to stimulate agricultural growth and alleviate rural poverty.

The main goal is to contribute to the food and livelihood security of Rwanda's rural communities by introducing new technologies and disseminating agricultural know-how for improving agricultural yields and promoting agricultural diversification by smallholder farmers.

The CoE aims to create a self-sustaining agricultural production centre near Kigali for training and demonstration of new and efficient production methods (nurseries, greenhouses and tunnels) and irrigation systems. Special emphasis is placed on building local capacities in agriculture and agricultural entrepreneurship. New vegetable varieties and fruit tree scions and rootstocks will be introduced, as well as postharvest techniques for improved quality of produce and longer shelf life.

The CoE will conduct applied agricultural research and development in order to adapt Israeli agricultural experience, technologies and innovations to local needs, serving all stakeholders in the horticultural sector from small-holders to large commercial farmers.

MASHAV in Senegal

Technological Innovation for Poverty Alleviation (TIPA)

The Sahel sub-region is one of the most vulnerable regions of the world. Poverty is pervasive. Agriculture is the most important sector and the principle source of livelihood

for the majority of people. However, the agricultural sector faces high exposure to risks including extreme climate conditions leading to repeated cycles of droughts and desertification. Intensification of agriculture through the production of irrigated high-value crops, particularly in dry regions, is a way to overcome the constraints of climate and soil while significantly increasing farmers' income. The relative advantage for growing labour-intensive vegetables lies in small-scale family units where the smallholder can utilize family labour to achieve better results. Between 70 and 80 per cent of small-holder farmers are women.



Within this framework, TIPA, based on the concept of the African market garden and focusing on poverty reduction and crop productivity, was established in four different sites in Senegal. TIPA (*"Drop of Water"* in Hebrew) is a family small-scale horticultural production package based on low-pressure drip-irrigation, a mix of vegetables and tree crops, and a management package that leads to optimization of the production system.

Together with local authorities and stakeholders, three communities and locations were chosen for the establishment of the first TIPA projects in Senegal. The results were impressive: 60 families, most of them headed by women, tripled their agricultural income in less than two years. A new source of income was created.

The biggest benefit of TIPA is the decreased labour requirements for irrigation and weeding. Other benefits include saving water; higher yields of improved quality vegetables and fruits; the ability to produce crops year-round; and greater likelihood of maintaining the productive capacity of the soil. The mix of crops allows households to meet their own needs and to sell excess produce in local markets.

MASHAV Cooperation with Singapore

Israel-Singapore Training Courses

Israel and Singapore signed an agreement establishing cooperation to provide training in various spheres of economic development, innovation, health and sustainable development, to professionals from developing countries. The training courses take place in Singapore, Israel and in third countries. The implementing parties are MASHAV and the Technical Cooperation

Directorate (TCD) of the Ministry of Foreign Affairs of Singapore.

MASHAV in Ukraine

Horticulture Project

Southern Ukraine has great potential to develop and expand its horticulture production and supply chain capabilities, and increase its overall horticulture market capacity. Numerous private and commercial farmers produce vegetable and fruit crops that are sold through informal spot markets, traders and brokers into informal local, regional and large city markets. A minority of farmers engage with commercial buyers focusing on niche export and high value markets.

This horticulture project, carried out by MASHAV, the Mennonite Economic Development Associates of Canada (MEDA), Global Affairs Canada, and the Ukrainian Horticulture Business Development Project, aims to strengthen the capacity of more than 30,000 small and medium farming entrepreneurs in the regions of Zaporizhzhya, Mikolayev, Odessa, and Kherson. The project focuses on horticulture growing, storage, and marketing of agricultural products, as well as at introducing new agricultural technologies.

The goal is to extend and expand both the capabilities of individual farms and the horticulture value chain through capacity development, linkages to markets, and improved market relationships between market actors.

Previously marginalized farmers, lacking access to markets, can work through lead commercial farmers and business alliances to aggregate and consolidate produce, improve

grading, sorting and packaging practices, and increase the post-harvest quantity sold, thus improving net incomes.

MASHAV in Viet Nam

Dairy Demonstration Project and Experimental Farm



Following Viet Nam's national interest in developing the dairy sector in the country, local authorities requested Israeli cooperation in facilitating intensive and efficient milk production practices under the local existing conditions. Within this framework, MASHAV established a demonstration dairy farm in cooperation with the Department of Agriculture and Rural Development of Ho Chi Minh City.

The goal of the project is to support modern and intensive dairy farming in Viet Nam by serving as a Centre of Excellence combining demonstration, technologies and training to enhance modern and intensive dairy farming in the country. In order to reach high-milk production levels, the project includes a newly constructed state-of-the-art milking parlour as well as computerized recording systems; modern and intensive cooling systems; and veterinary care, including

preventative treatments. All the machinery and equipment, as well as the computerized software, is Israeli made.

The professional aspects and the management of the program are carried out by Israeli dairy production experts who, in cooperation with the local team, develop and implement work methods suitable to the existing local conditions, as well as transfer modern management of intensive feeding and milking practices, which result in high-quality milk production. To ensure sustainability, a professional team comprised of local agronomists and veterinarians participates in professional training activities carried out both in Israel and in Viet Nam.

The program focuses on animal nutrition, veterinary, genetic potential and fertility aspects, milk quality, effective management, biologic safety and quality control.







Chapter III

Looking Back, Moving Forward

The history of development activity has taught us all that only a combination of national policy reforms blended with grass root capacity building, can bring about real change. This combination is the backbone of Israel's long standing international development cooperation activity worldwide, as being implemented by MASHAV.

Daunting development challenges are presently aggravated by the impacts of climate instability and constant change, which exacerbate other stressors, often with negative outcomes for livelihoods and especially for people living in poverty under challenging conditions. These very challenges are inextricably intertwined with the challenges of sustainable development, since risks are unevenly distributed and are generally greater for disadvantaged groups and communities in countries at all levels of development. Within this context, it is imperative to implement an integrated innovative approach, one that combines all components of development assistance.

Much has been written about the meaning of sustainable development, however there seem to be many definitions of the concept. This is, in part, because sustainable development concerns a process of change, ownership and responsibility and is reliant upon local contexts, needs and interests.

MASHAV, in alignment with the 2030 Agenda for Sustainable Development, addresses development challenges by presenting a comprehensive and holistic approach including the incorporation of cross-cutting issues such as gender equality, health, education and environmental issues.

Since its establishment 60 years ago, MASHAV has been active in 140 countries worldwide, directly training more than 300,000 men and women in a broad variety of fields. MASHAV bases its approach of *placing people at the heart of development* on the belief that development transcends the attainment of economic security and growth, and is rather defined by an individual's capability and freedom to choose and achieve the life they value. Empowering individuals with the skills and tools to overcome development challenges leads to the transformation of communities, and in turn, of whole societies.

Reflecting the spirit of Israel's international development cooperation program, MASHAV's ultimate goal is to bring change, hope and opportunity for every single human being, sharing knowledge, expertise and ideals to make the world a better place.

Severe challenges lie ahead. Millions of lives are at stake. The global goal of eradicating poverty and ensuring food security is the common thread that links us all, renewing our resolution to fight for a better, dignified and sustainable future for all.

Success in this new era builds undoubtedly on lessons from the past. As MASHAV marks its 60th anniversary, it looks back proudly on its accomplishments while moving forward towards the universal goal of striving to achieve worldwide sustainable development and social equity, with a strong emphasis and commitment of leaving no-one behind and partnering continuously for a better world.



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