

National Sustainable Development Practices

The Role of the Brazilian Cooperation Agency in Promoting South-South Cooperation

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This article analyses Brazil's development assistance, which includes scientific and technical cooperation as well as, along with humanitarian aid and participation in peacekeeping operations. Scientific and technical cooperation involves promoting education, health and agriculture, applying new technologies in production and eliminating hunger and poverty in the developing countries. Brazil's policy began with a series of steps, starting with supporting national liberation movements in Africa and Asia, supporting the Non-Aligned Movement, increasing its participation in the North-South dialogue, and contributing to the formation of a new international economic order. Brazil promotes becoming an important instrument of foreign policy, which is based on principles of equal cooperation, respect for international law and non-interference in the internal affairs of other countries. Improving the mechanisms for development cooperation includes making sure aid is transparent, expanding partnerships in promoting development, attending to the needs of developing countries, moving away from direct transfers of money, and attracting and training the population of the recipient country. There are more than 100 federal government institutions in Brazil involved in international cooperation, which reflects the diversification of the country's foreign policy. The Brazilian Cooperation Agency (ABC) of the Ministry of Foreign Affairs plays an important role in systematizing the process of cooperation, defining the concept and implementing projects in the framework of bilateral, trilateral and multilateral cooperation and assistance to the countries of the world, especially in Latin America and Africa. For Brazil, promoting development is not limited to exchanging experiences in successful programme implementation, but also includes developing new models for scientific and technical cooperation that are the basis for innovative, complex projects that expand opportunities for national growth, the transnationalization of Brazilian business and increased foreign trade. ABC has been pursuing a new cooperation strategy since 2008 that involves a logical matrix for each project to evaluate the effectiveness of the Brazilian model of development assistance. Brazil's role in promoting development and its transition from donor to mediator is notable.

Key words: Brazil, Brazilian Cooperation Agency (ABC), development, health, agriculture, sustainable development, South-South dialogue

International cooperation to promote the development becomes an important tool, which can help countries to overcome structural differences, to develop the economy, to improve social indicators. The problem of organizing the development assistance, the improvement of the effectiveness and the definition of the principles of effectiveness in achieving the Millennium Development Goals and poverty reduction, is of great importance. [Левкин, Герчева, 2011, p.95-100] Brazil is not a member of the OECD, but this country is developing its own models of

scientific and technical cooperation with the developing countries. Brazilian cooperation program formed in the frames of solidarity, as the country seeks in every way to promote progress through the exchange of successful experiences on their own research and developments projects with countries, that are facing similar difficulties in solving social and economic problems.

By 2010, Brazil became the 10th in terms of development assistance among the Big Twenty, and the largest among the emerging economies (0.61%) for contributions to ODA (official development assistance) at the World Bank, where China accounts for 0.10 % and RF - 0.25%, and Mexico - 0.19%. [Cobradi,2005-2009,p.39]

In Brazil there were prepared two reports about the role of country in the South-South cooperation from 2005 to 2010 : Cobradi (2005-2009), Cobradi (2010) which makes it possible to analyze the development of this process. There were Brazilian Cooperation Agency (ABC), the Institute of Applied Economic Research (IPEA), the Secretariat for Strategic Affairs under the President of the country (SAE / PR), as well as more than 90 federal institutions, that took part in the preparation of this study.

Table 1. Brazilian development assistance (2005-2010) (in millions of US dollars)

The distribution of different types of aid	2005	2009	2005-2009	2010
Technical cooperation	11,42	48,87	125,7	57,77 (6,3%)
Scientific and technical cooperation				24,0 (2,6%)
Education (including scholarships for foreigners)	23,09	22,23	138,7	35,54 (3,8%)
Humanitarian aid	0,488	43,52	79,1	161,469 (17,5%)
Emergency aid				0, 590 (0,1%)
Peacekeeping operations	64,1	62,2	306,6	322,422 (36%)
Contributions to to international organizations	123,1	247,6	1.081	311,569 (33,7%)
Total	222,018	424,42	1731,1	913,360

Source: [Cobradi, 2005-2009, pp 20-21; 2010, p.17].

The data clearly demonstrates that Brazil is stepping up cooperation in all respects, especially in terms of humanitarian assistance, peacekeeping operations and contributions to international organizations.

In total, for the period 2005-2009 Brazil promoted \$ 1.425 bln, in 2010 the figure was more than \$ 923 mln, in 2012 - \$ 1.3 bln. [Ipea,2013] and in September 2013 there were \$ 122 mln [Abreu,2013, p.9], allocated for the projects that are implemented and are in the stage of negotiations. Almost 3/4 of these funds were accounted for international organizations and regional banks.

Contributions of the Government of Brazil to the budget of 143 international organizations, including the various development funds - in the framework of international organizations,

such as UNICEF, UNDP, WHO, World Bank, and regional , such as IDB (Inter-American Development Bank), the Pan American Health Organization (PAHO), African Development Bank, FOSEM in Mercosur - in 2010 amounted to 548.36 million reais (US \$ 311.567.000). Brazil allocates 134 million reais into FOSEM (Fund of structural modernization) , into the IBSA Fund (India, Brazil, South Africa) - 1.86 million reais, into the Official Development Assistance (ODA) - 168 million reais. [Cobradi,2010, pp.93-94]. FOSEM was created in 2004, and now receives almost 30% of all contributions to international organizations. In 2007-2009, for FOSEM projects Brazil allocated \$160.7 mln. The Fund operates on the basis of the annual contribution of \$ 100 million, 70% of which is allocated by Brazil, 27% - by Argentina, 2% - by Uruguay, and 1% -by Paraguay, and in the implementation of development projects 48% are devoted to Paraguay, to Uruguay - 32%, and Brazil and Argentina receive 10%. [Cobradi,2005-2009, pp.39-40].

Brazil participates in international and regional programs for emergencies and natural disasters, in the activity of Regional Meeting on mechanisms for humanitarian assistance to the countries of Latin America and the Caribbean (RKMIAH), created in 2008.

In 2010 Brazil joined the initiative «Good Humanitarian Donorship» , which includes more than 30 major donor countries of the world. The basic document of this structure is the «23» principles : humanity, impartiality, neutrality, independence and responsibility, distributed between the partner countries, international organizations and civil society.

The country is actively involved in the process of coordination of international action against hunger within the framework of the program «hunger zero» initiated in 2004 in the UN, and if in 2010 Brazil allocates 35 million reais for humanitarian aid to 70 countries, later this figure increases significantly.

Brazil is an active participant in peacekeeping operations, and in the period between 1948-2012 more than 32 thousand Brazilians have participated there, and only in 2010 2,267 Brazilians participated in nine UN peacekeeping missions. This requires considerable investment for the personnel training , the maintenance of troops, transport and logistics equipment in the areas of operations on the foreign territory. And, according to the presented data, from 2005 to 2010, this expense increased 5 times, amounting to more than \$ 322 million. Most of these funds were directed to Haiti as part of Operation MINUSTAH. [Cobradi,2010, pp.86-87].

In 2010, Latin America and the Caribbean accounted for 68.06% of the allocated humanitarian aid from Brazil, Africa - 22.58%, the countries of Asia, Europe, Oceania (East Timor) - 9.34%. [Cobradi,2010, p.87]. Humanitarian aid was provided to Cuba, the Palestinian territories, Honduras, Paraguay, Guinea-Bissau, Bolivia, East Timor. In 2010, Brazil reorganized Joint Center for Peacekeeping Operations (CCOHAB), which was established in 2005 and nowadays is named after Sergio Vieira de Mello.

Scientific and technical cooperation

Scientific and technical cooperation of Brazil is aimed at the development of industrial production, infrastructure, technology transfer, improvement of education, health care, health services, agriculture in developing countries, and it has increased significantly. In 2010, Brazil has allocated for these purposes \$ 117.31 million. \$ 24 million from this money was used to expand scientific and technological cooperation of Brazil at the global level (in the framework of multilateral cooperation – 23,4% , for bilateral projects -76.6%).[Cobradi, 2010, pp.60-61]. The growth of this type of cooperation is very similar to the provision of official development assistance (ODA), as it relates to the direct transfer of resources from Brazil to the partner country, but these resources are not money. Development assistance from by Brazil is meant as a stra-

tegic component of the socio-economic development of the country, as it should contribute to the development of Brazil and of the partner countries.

The director of ABC, Ambassador Fernando JM de Abreu appointed, that Brazil has provided technical assistance to 43 countries in 2008, and in 2013 there were already 98 countries. [Abreu, 2013, p.9]. Speaking about regional preferences, it is necessary to point out, that in 2010 39% of the programs of scientific and technical cooperation were dedicated for South America, 15% - for Central America, 18% - for the Caribbean, 20% -for Africa and 8% - for Asia (East Timor). [Cobradi, 2010, pp. 87-88].

In 2013, the regional distribution of Brazilian technical assistance changes, and already 43% of the projects were dedicated for Africa, 31.5% - for the countries of Latin America and the Caribbean, 25.5% - for other regions. [Abreu, 2013, p.9].

Table 2. Distribution of technical cooperation in Brazil in 2010 by industry (in%).

Areas of Cooperation	Latin America and the Caribbean	AFRICA
Agriculture	11	26
Education	15	14
Health	8	22
Environment	24	5
Science, Information Technology	3	1
Biofuels, energetics	3	3
Administration	11	5
Culture	5	2
Social development	9	8
Social security	5	2
Others (Human rights, trade)	6	14

Source : [Cobradi, 2010, pp.17-21].

As we can see, a significant part of the projects in 2010 in the countries of Latin America and the Caribbean was accounted for the protection of the environment, education and agriculture, and priorities in Africa were agriculture, health and education.

The creation in 1987 of the Brazilian Cooperation Agency (Agência Brasileira de Cooperação, ABC) in the Ministry of Foreign Affairs was a qualitatively new stage in the institutionalization of this cooperation. ABC combines technical, and foreign policy functions. All projects of scientific - technical assistance are elaborated in ABC in accordance with the requests that come from foreign governments, international organizations through the Brazilian Embassy or during official visits of its delegations. The Agency is involved in all stages of preparation of specific program, including the process of its implementation, coordination of related projects, funding and staffing, and collaboration with institutions and ministries of Brazil, involved in the project.¹

United Nations Development Programme (UNDP) had played an important role in the establishment of the Agency, in training of personnel, information support of projects. And if

¹ Histórico da Cooperação Técnica Brasileira//Agência Brasileira de Cooperação. Available at: <http://www.abc.gov.br/CooperacaoTecnica/Historico>

at the beginning Brazil has acted within international organizations in providing technical assistance, after the adoption of the 1989 UN resolution on the reorganization of the system of technical cooperation and the development of the thesis of «national projects», the country was stepping up its activities in technical cooperation South-South cooperation . ABC became the axis of cooperation.

The organizational structure of the Agency, its staff contingent, management practices have been gradually structured in the face of new challenges and the growth of new cooperation programs, where Brazil takes part. Brazil increased the number of partner countries, the implemented projects and funds, involved in their implementation.

ABC is realizing various types of technical South-South cooperation. Brazil provides development assistance to the countries in the framework of bilateral cooperation (together with Germany - 37%, Spain 18%, France - 21%, Japan - 24% of projects).² These projects are related to environmental programs, renewable energy, administration and health care. Currently ABC leads 42 projects of these kind. We can point out the Brazilian-Japanese partnership in the training of personal for large-scale project ProSAVANA, dedicated to agricultural development in the area of Naacal corridor.

Within the framework of trilateral cooperation, where Brazil is implementing a technical cooperation project with two developing countries or developed and developing country or developed countries and international organizations, it actively cooperates with USA, Canada, Japan, Spain, France, Italy, Austria, Great Britain and Norway. In September 2013 ABC has participated in 37 projects, allocating them \$54 million, where the Agency determines 45% of the costs. [Abreu, 2013, p.12].

Within the framework of multilateral cooperation Brazil is working with 25 international organizations. From 2008 to 2013 there were approved and implemented about 300 new projects with UNDP, UNESCO, EU, FAO, and other organizations. Brazil participates in multilateral research projects in the framework of MERCOSUR, SEPAL, IBSA, CEOSS (Global System for Earth observation and climate change), the Gemini Observatory, etc. The technical cooperation involved about 170 institutions of the federal government (ministries, foundations, state-owned enterprises).

Over the past 15 years, as the director of ABC **F.ZH.M. de Abreu** noted, Brazil implemented more than 2,000 projects of technical cooperation, 1166 of which were long-term. The costs of these activities amounted to \$ 2.3 billion. [Abreu, 2013, p.12]. In 2012 The Director also stressed, that Brazil in the next three years would invest \$ 40 million in the projects of the Development Assistance in Latin America and the Caribbean and \$36 million - to Africa. [Telles, 2012].

Brazil cooperates with 124 countries with the aim of sustainable development and implementation of innovative programs that promote to the expansion of partnership between scientists. In 2010, Brazil has allocated 1.2% of GDP on development of science and technology, and is planning to increase this figure to 1.8% of GDP in 2015, and it is the same level as India and South Korea.

In 2010, Brazil had the scientific and technical cooperation with 99 countries and implemented 44 projects (32 - in 15 countries of Latin America and 12 - in 11 countries of Africa). [Cobradi,2010, pp.87-89].

² O Brasil e a Cooperação Técnica Internacional//ABC. Available at: <http://www.abc.gov.br/Projetos/CooperacaoRecebida/CarreiraProjetos>

Development of Agriculture

As for the program for the development of agriculture, Brazil in the period of 2009-2013 has been allocated \$252.6 million for Latin America, the Caribbean and sub-Saharan Africa. [Cobradi, 2010, p.52]. In the framework of bilateral technical cooperation agreements with the countries of Latin America, these programs include measures to support the development of agriculture, farming and the creation of modern agro-technical systems, pest control, breeding work in animal husbandry, vegetable growing (Bolivia, Venezuela, Ecuador, Colombia, Costa Rica, Cuba, Guyana, etc.).

ABC is implementing a number of projects in collaboration with the Brazilian Agricultural Corporation (EMBRAPA) in Africa. EMBRAPA is engaged in breeding new varieties of plants suitable for tropical agriculture, in problems of food security and the preservation of natural resources. EMBRAPA budget in 2012 was \$ 1.1 billion. [UNCTAD, 2012, p.50]. The Corporation has offices in Ghana, Mali, Mozambique, and Senegal, is collaborating with Nigeria, Tanzania and the DRC. Brazil has signed more than 50 agreements on technical cooperation in the development of agriculture with 18 African countries. In 2012, EMBRAPA and ABC approved 20 programs for African countries: the cultivation of sorghum for ethanol production (Kenya), water supply of vegetable farms on the coast (Togo), the development of cotton (Tanzania), the preservation of ecology in traditional land use (Burkina Faso), the cultivation of the most drought-resistant varieties of coffee, maize, rice, peas and pest control (other countries). There are programs Cotton-4 (Benin, Burkina Faso, Chad, Benin), ProSAVANA project in Mozambique (together with Japan), dedicated for the development of agriculture in the arid zone, with a budget of \$ 20 million over the next three years. [Борзова, 2013, p.25]. In 2010 was created Afro-Brazilian agricultural market, in order to approve innovative projects for implementation in the countries of the continent. [World Bank, 2011, p.57].

Development of health care

ABC plays a leading role in projects for the development of health care. Over the past five years, Brazil has implemented more than 100 technical missions relating to this issue. Brazil spends on foreign cooperation projects in the field of health care around \$4 bln per year, including credits, loans, grants, and its activity proves the leading role of Brazil in international efforts to develop health care in developing countries.

Brazil has signed 175 bilateral agreements with 51 countries of South-South cooperation in the health sector. There are programs for the diagnosis and control of malaria and dengue fever, HIV / AIDS, a program to improve sanitary and epidemiological situation, the program for medical personnel training , technology vaccination and health reform in Latin America and Africa. In 2006, there was established the International Committee for the purchase of medicines (International Drug Purchase Facility, UNITAID) to fight the disease. The Brazilian government has allocated \$ 6 million for UNITAID in 2006, and since 2007 it contributes \$ 12 million annually, while the total budget is planned about \$ 300 million. [Bliss, 2010, pp.1-2]. This work includes the improvement of the overall health care system, the establishment of banks mother's milk, the organization of a healthy diet and monitoring the environment situation, as well as improving the management of hospitals. The budget of the Brazilian Ministry of Health each year spends about \$ 27 million for the work abroad. [Costa Vaz, Yumie Aoki Inoue, 2007, pp.10-11.].

ABC and the Oswaldo Cruz Fund are implementing 7 projects in Angola. In 2010 two countries signed an additional agreement to the plan for technical cooperation between Brazil

and Angola for the period 2012-2014, which identified 22 areas of joint activities, especially in the fight against diseases and health development. In Guinea-Bissau in 2011 there were implemented eight projects, related to the fight against epidemics and diseases. In Cape Verde there were implemented 12 projects with the worth \$ 1.9 million, and another 4 projects, which are valued at \$1.2 million, are in a process of joint discussion and agreement. The largest project is ARPFA (the Agency by the Food and Drug Administration), which aims to improve the quality control of food and the prices of medicines. During 5 years - from 2006 to 2011 there were trained 5 thousand health professionals for Cape Verde. In several countries (Namibia, Zambia, Sierra Leone, Kenya, Sao Tome and Principe, Botswana, Cape Verde) the mission on cooperation in the fight against HIV / AIDS is very active. In Mozambique Brazil is building a pharmaceutical company, which goes into full production in 2014 and will serve for the whole of South Africa. [UNCTAD, 2012, pp.49-50].

Development of educational programs

The most traditional areas of scientific and technical cooperation in Brazil are the educational programs for foreign students, training courses and retraining of specialists in the fields of high technology, learning the newest technologies of production. In the period from 2009-2013, the training of specialists in the field of electric power engineering, postal services, training of medical staff on the program of affordable education for the indigenous population of the beneficiary countries, training of qualified specialists of law enforcement agencies, training programs for disaster management was allocated \$284.07 million. [Cobradi, 2010, p.56]

Brazil signed 55 agreements with 20 African countries on cooperation in the field of education. A number of Brazilian universities take part in the training of African students as part of the Student Program (PEC-G), provide scholarships to undergraduates and doctoral students. In Brazil under this program since 2001 4976 young people from 20 African countries (50% of them - from Cape Verde and 27% - from Guinea-Bissau) were graduated from different universities of the country. In 2003-2011 Brazil granted 237 scholarships for masters from 14 African states. The most attractive professions for young Africans are medicine, education, management, architecture, law. [Seibert, 2012, p.15].

The Brazilian National Service of Professional Education (SENAI) is engaged in training in three courses for 28 thousand industries. In cooperation with the ABC SENAI opened training centers in Cape Verde, Guinea-Bissau, Guatemala, Paraguay, East Timor, where prepares pharmacists in Mozambique, Peru, Jamaica., Sao Tome and Principe, and 5 training centers in Angola, Cape Verde, Mozambique, Guinea-Bissau and Sao Tome and Principe. SENAI has 208 laboratories at its disposal, and in 2011 SENAI had provided its services to more than 18 thousands of Brazilian campaigns (Odebrecht, Vale, Petrobras, etc.).³ Thus, in Cazenga (Angola), more than 3 thousand demobilized after the civil war soldiers were retrained and got the profession of mechanics, technician and builders. There were 523 persons, who got profession in Guinea-Bissau in three years – 2008 – 2011. [Seibert, 2012 p.12].

The ABC is guided by the following approach to the selection of projects:

projects must conform to national development priorities,

- to give priority to projects that provide a multilateral and lasting effect,
- to select projects that ensure the greatest result, avoiding waste of resources and effort,
- to select projects, which implementation can mobilize the staff and resources of the recipient country. [ABC, 2005, pp. 15-16].

³ Educação a distância//SENAI. Режим доступа: <http://www.portaldaindustria.com.br/senai/canal/ead-cursos/> (date of access: 29.06.2015).

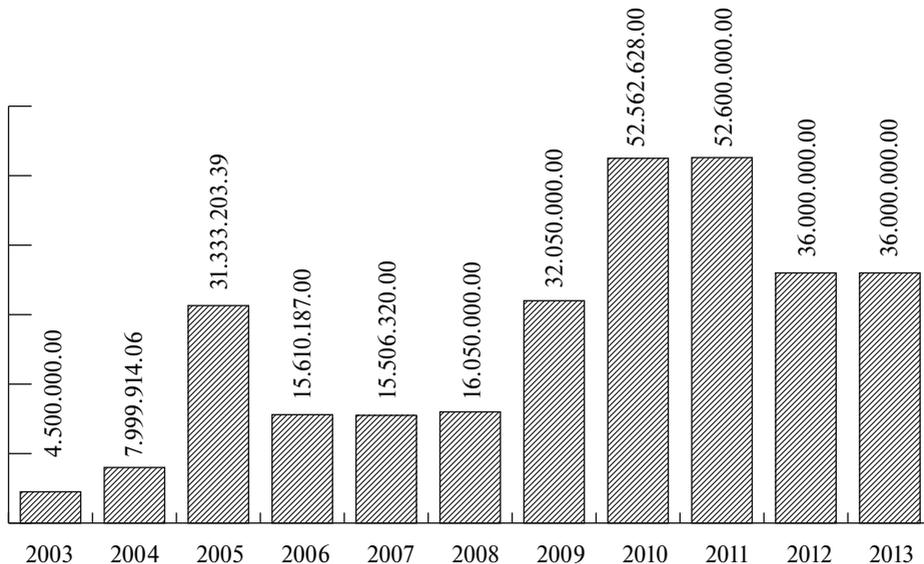
An important role in the coordination of technical cooperation played ABC system of information support of projects (SIGAP), where are discussed all the details of each project, its estimated cost, the necessary resources and strategic decisions.⁴

Brazilian technological cooperation strategy is based on strengthening the institutions of cooperation with partners, which is an important requirement for effective knowledge transfer. In addition, the Brazilian cooperation, free from commercial interest, intends to share good practices and advanced technologies in those areas that are considered a priority for partner. [Puente, 2010, pp. 41, 60, 64]. Technological cooperation of Brazil with Africa, Asia and Latin America had become more active and integrated through the work of ABC.

Approaches of Brazil in the provision of technical assistance are based on those programs and the policy, which have proved their effectiveness in the political, social and economic life of Brazil.

Since 2008, ABC has introduced a new strategy for cooperation in the South-South, where preference is given to complex projects of innovative character, with great potential, that are consistent with national development priorities, provide significant benefits to the beneficiary countries and enhance on the prospects of political, trade and economic Brazil's relations with developing countries.

Table 3. Budget of ABC.



Source: [Cabral, Weinstock, 2010, p.8; Abreu, 2013, p.15.]

Budget cuts of ABC for two last years due to both the general public spending cuts in Brazil and the fact that the Agency has not spent the funds, allocated for technical cooperation in the previous period. Brazilian experts believe this change may be due to the budget and to the factor that Brazil is changing its role from donor to a mediator for technical cooperation.

ABC has not very large staff (a little more than 100 people, most of whom are drawn from the side), a budget whose funds go to pay for project preparation and work for involved experts.

⁴ Sistema de Informações Gerenciais de Acompanhamento de Projetos (SIGAP). Available at: <http://www.abc.gov.br/sigap/sigap.aspx> (the date of access: 29.06.2015).

The agency selects staff for the project inside government agencies such as EMBRAPA (Brazilian Agricultural Corporation), IBAMA (Brazilian Institute of Environment and Renewable Natural Resources), Fiocruz (Oswaldo Cruz Foundation), SENAI (National Service of Professional Education) and other institutions. The leading source of funding for projects are banks of the country, especially BNDES, which cuts off corruption component.

The ABC in 2013 was prepared guidance for the preparation and implementation of scientific and technical cooperation, which stand out:

- analytical stage,
- the planning stage,
- development of project documentation.

The ABC developed a method of determining the tasks at every stage, the parameters of assessment of the situation before the start of the project and at each stage of its implementation, performance assessment work to determine the legal basis for each project.

The analysis phase makes a logical chain, where one can see an analysis of the problem, the feasibility of the project, determined by the possibility of its implementation, the choice of strategy to achieve these goals, the resources (human, financial and material) and an assessment of the possible risks. In the planning phase is formed array project - chart, which contains all the key elements: goals and benchmarks, means of implementation, quantitative and qualitative indicators at various stages.

Matrix is complemented by the work schedule, budget, control parameters and in the future it becomes a major element in the development of project documentation, monitoring and evaluation of the quality of work in its implementation. [Rossetto, 2013, pp. 30-35].

Brazil considers technical cooperation as the preferred institution for the expansion of relations with other countries, with a focus on political, economic and social integration, which can provide multiple positive effects in the technical development.

Technical assistance for the development, carried out by ABC reflects the national interests of Brazil. The implementation of major infrastructure projects in Latin America and Africa provides a privileged environment for the promotion of Brazilian companies to expand their investment policy in the sectors related to the production of oil, coal, infrastructure development and construction. One can rightly say that ABC is coordinating the internationalization of the Brazilian business, and is developing opportunities for national growth.

This cooperation leads to the expansion of trade, and eventually replace Brazil imports from developed countries with quality goods from the developing countries (Peru, Bolivia, Ecuador), expanding its supply of industrial goods to Latin America and Africa, which corresponds to the strategy of national growth.

Table 4. Dynamics of Brazil's trade with Latin America and Africa (in million dollars.)

Region	2000			2013		
	export	import	total	export	import	total
LCA	13.921	11.818	25.739	53.555	40.786	94.341
Africa	1.347	2.907	4.254	11.087	17.446	28.553

Source: [MDIC, 2015]

On the basis of these data, we can conclude that Brazil's trade with Latin America and the Caribbean for 13 years has grown by 3.7 times, and with African countries - by 6.7 times.

Conclusion

The activity of Brazil in various funds, fund of IBSA, FOSEM Fund, the Bank of the South, participation in the BRICS Bank responds to the need of formation of a new architecture of international development assistance. Through ABC Brazil transmits to countries – partners its successful experience in implementing their programs, opening up possibilities for effective economic and political cooperation, cultural cooperation. The effectiveness of the Brazilian model of technical cooperation is not only in the transfer of the project, but it is accompanied by staff training, expansion of partnerships. ABC is guided by a priority of national development and sectoral plans, programs and foreign policy of the Government of Brazil and the recommendations of the Ministry of Foreign Affairs in carrying out its mission.

Thus, the role and activities of ABC, in coordination and monitoring of multilateral technical cooperation programs in Brazil is constantly modified. ABC projects meet national interests. The agency seeks to find the best form of dialogue at the international level between Brazilian institutes (federal, state, municipal, civil society, industry, etc.) and international organizations, which enhances the effect of Brazil, as an actor of international scope .

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sovereignty issues, which have plagued other international bodies. In doing so, it has the capacity to achieve considerable governance reform, despite being institutionally weak.

Nevertheless, this book provides a great starting point, not just for diplomats and policy-makers seeking to understand the G20, but also for scholars seeking to embark on this type of analysis about the governance role of the G20. This is a role that is likely to become even more important as the rise of the BRICS reshapes the international system.

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