

Strategy for development cooperation with

Indonesia

April 2009 – December 2013



REGERINGSKANSLIET

Government Offices
of Sweden

25 June 2009

Department for Asia and the Pacific Region

Strategy for selective cooperation with Indonesia, 2009–2013

Summary

This strategy will govern Sweden's so-called 'selective cooperation' with Indonesia for the period 2009–2013. The starting point for cooperation is Sweden's policy for global development, the Swedish Government's policy for international development cooperation, Indonesia's development plan, experience from previous development cooperation, the expertise, experience and interests of Swedish actors, and the EU Code of Conduct on Complementarity and Division of Labour in Development Policy.

Over the last ten years, Indonesia has made notable political and economic progress and become an increasingly important regional and global player. However, poverty continues to be a serious problem for large parts of Indonesia's population. Despite significant progress in recent years, the lack of compliance with human rights remains serious. The country's extensive environmental problems are being exacerbated by rapid population growth and rapid urbanisation. The effects of environmental degradation, natural disasters and climate change are hitting the country hard, and the poor in particular.

The overall objective of Sweden's selective cooperation with Indonesia is improved democratic governance and greater respect for human rights, environmentally sustainable development and economic growth that will benefit more of the population. This cooperation will thus help to achieve the objective of Swedish development cooperation. The most important form of cooperation will be partner-driven cooperation between Swedish and Indonesian actors, but strategically targeted contributions in priority areas may also be included.

Selective cooperation will primarily focus on the areas of democratic social development and human rights, environment and climate, and

international trade and business development. Other areas in which Sweden and Indonesia have a mutual interest in cooperation may be considered during the strategy period.

The volume of cooperation will gradually be reduced from SEK 60 million and is expected to amount to SEK 40 million by the end of the strategy period. A review of this cooperation will be conducted in 2011 to assess the results and provide recommendations concerning cooperation for the remaining part of the strategy period.

Part 1. Direction of the cooperation

1. Overall objective, process objectives and dialogue issues

The objective of Sweden's policy for global development is to contribute to equitable and sustainable global development. The overall objective of all Sweden's development cooperation is to help create conditions that will enable poor people to improve their lives.

This cooperation is based on the two perspectives in the policy for global development – the perspective of poor people on development and the rights perspective. Of the Swedish Government's three thematic priorities, the primary focus of cooperation with Indonesia will be democracy and human rights, and environment and climate. A mainstreamed gender perspective in all areas of activity will be supported and encouraged.

The overall objective of Sweden's selective cooperation¹ with Indonesia is improved democratic governance and greater respect for human rights, environmentally sustainable development and economic growth that will benefit more of the population.

The objective of partner-driven cooperation is to stimulate and strengthen the growth of self-supporting relationships of mutual interest between Swedish actors and actors in Indonesia with a view to contributing to the objective of international development cooperation.

The overall process objective is that, by the end of the strategy period, partner-driven cooperation² will form the bulk of the cooperation, and

¹ **Selective cooperation** is the term the Swedish Government uses for a category of development cooperation countries that includes Indonesia and where traditional development cooperation is being phased out and replaced with other forms of cooperation, in particular 'partner-driven cooperation'.

² The Government's policy for **partner-driven cooperation** is characterised by i) the actor perspective (demand-driven cooperation between actors in Sweden and Indonesia) and ii) mutual interest and ownership (through, for example, cost-sharing). The actors themselves are expected to drive cooperation

that the activities that do not meet the requirements of partner-driven cooperation or that are not included in future selective cooperation will be phased out in a responsible manner.

The strategic issues for the dialogue with Indonesia are how democratic governance and respect for human rights can be further promoted and how issues relating to environment and climate, and international trade and business development, can best be pursued.

2. Direction and scope

2.1 Cooperation areas

Cooperation between actors in Sweden and Indonesia will strengthen and stimulate the growth of sustainable relations of mutual interest.

Cooperation in the sectors of democratic governance and human rights, environment and climate, and international trade and business development will be prioritised, but initiatives will also be considered in other areas where it is assessed that mutual interest and potential for partner-driven cooperation exist.

2.1.1 Democratic governance and respect for human rights

The objectives are:

- strengthened capacity of public institutions to drive forward reform processes for increased democracy and human rights, and*
- strengthened capacity of civil society actors working to promote participative democracy and increased respect for human rights.*

The cooperation will focus on strengthening reform processes that are relevant to the set objective. Possible cooperation areas are administrative reforms at national and local level aimed at strengthening democracy and promoting increased transparency and accountability. Support can also be provided to civil society actors or organisations to strengthen observance of human rights such as freedom of expression and women's rights and create greater legal certainty for poor and vulnerable groups.

Past experience of how to establish and develop cooperation with agencies and organisations should be used as a platform for future contributions. This cooperation will be marked by the rights perspective.

Targeted contributions can be financed within the area of democratic governance and human rights where the potential for partner-driven cooperation is limited.

The process objective is to develop a model for linking development cooperation in the area of human rights to the bilateral dialogue on human rights established between Sweden and Indonesia in 2008.

2.1.2 Environment and climate

The objective is to strengthen the capacity of Indonesian social actors to manage and combat environmental problems and prevent and manage climate change.

In this connection, Swedish selective cooperation is expected to contribute to Indonesia's economic growth becoming more environmentally sustainable in the long term and to reducing the risk of poor women, men and children being affected by climate change.

The potential areas for cooperation identified in the area of environment and climate are sustainable natural resource management (including sustainable forestry), renewable energy and energy efficiency, climate change prevention and adaptation, prevention and control of environmental pollution (air, water, ground) environmental management within environmental legislation and enforcement, and local government services such as waste management, water and sewage. Cooperation can also include other areas of mutual interest that contribute to attaining the set objective, for example, increasing the capacity of Indonesian producers, exporters and agencies to meet the requirements of export markets.

2.1.3 International trade and business development

The objective is to create greater opportunities for international trade and a good business climate.

Cooperation in this sector can include issues concerning corporate social responsibility (CSR), customs matters, capacity building to facilitate standards compliance, the fight against corruption or women's entrepreneurship, but it may also include other areas of mutual interest.

Cooperation will aim to create economic growth that will benefit more of the population.

2.1.4 Other areas

Partner-driven cooperation may also be considered in other areas where Sweden and Indonesia have mutual interests and where the potential exists for self-supporting relationships.

2.2 Aid modalities

2.2.1 Partner-driven cooperation

Partner-driven cooperation is the priority aid modality during the strategy period. The objective is for partner-driven cooperation to form the bulk of cooperation by the end of the strategy period.

Partner-driven cooperation is a means of stimulating the development of lasting reciprocal relationships between actors in Sweden and Indonesia with the aim of helping to create opportunities to enable poor people to improve their living conditions. In this way, partner-driven cooperation will contribute to strengthening and deepening Sweden's overall relations with Indonesia.

The following criteria will apply to partner-driven cooperation:

- Swedish development assistance funding is to act as a catalyst and be limited in time.
- Contributions are to be designed to stimulate self-supporting relationships with joint ownership and a clear division of roles and responsibilities through such means as cost-sharing.
- Contributions are to help establish relationships that can continue without development assistance funding.
- Contributions will be based on the interests, needs and experiences of Indonesian and Swedish actors.

Partner-driven cooperation will be carried out in cooperation between actors in Indonesia and primarily Swedish companies, government agencies, universities and higher education institutions, trade unions, municipalities and county councils, NGOs or institutions.

It is expected that potential actors will need support from Sida both in finding the right cooperation partners in Indonesia and Sweden and in devising suitable forms and areas of cooperation. This applies in particular to actors in the prioritised areas – environment and climate, promotion of international trade and business climate – where the number of Swedish and Indonesian actors is at present limited.

2.2.2 Targeted contributions

As a complement to partner-driven cooperation in the three prioritised sectors, and to a limited extent, direct targeted support to strategically important social actors may be considered; this would primarily apply to those who can contribute to policy development and reforms. Particularly in the sector of democratic governance and respect for human rights, targeted contributions can be considered where the potential for partner-driven cooperation is assessed as limited.

2.3. Dialogue issues

The overall dialogue issues for selective cooperation are:

- how Sweden and Indonesia can jointly contribute to better human rights compliance in Indonesia;
- how environmental issues and climate affect development and the living conditions of poor people and what joint action can be taken to prevent and reduce the negative effects of climate change and environmental problems;
- exchange of experience in building up and developing trade-related institutions and structures; and
- how Sweden and Indonesia can jointly contribute to greater partner-driven cooperation with a view to achieving the overall objective of development cooperation.

The dialogue will be based on Sweden's policy for global development and the perspective of poor people on development, the rights perspective and the Government's three thematic priorities.

As partner-driven cooperation will form the bulk of cooperation, the dialogue will be ongoing with the Indonesian government and ministries at central and provincial level, NGOs and individuals, as well as other partners, private actors and within the EU. Indonesia's Ministry of Planning has a coordinating role in this cooperation.

2.4 Scope

The volume of cooperation with Indonesia will gradually be reduced from SEK 60 million and amount to SEK 40 million by the end of the strategy period.

In light of existing agreements governing current contributions, greater scope for new contributions will not be available until 2010.

Year	2009	2010	2011	2012	2013
Volume phase-out	55	14	0	0	0
Volume selective cooperation	5	41	50	45	40
Total phase-out & selective cooperation	60	55	50	45	40

In dialogue with the Indonesian authorities, an examination of the possibility of obtaining loans and guarantees in the environment and climate areas can be made in connection with the assessment of any projects that may be proposed (outside the country budget).

2.5 Phase-out

Phase-out of regular development cooperation will take place in 2009–2010, when most of the existing contribution agreements expire. This applies in particular to ongoing support through multilateral organisations. Phase-out will take place in a responsible manner and strive to ensure positive results. The possibility of continued support to ongoing inter-agency cooperation funded by development assistance between Sweden and Indonesia will be examined in the light of this strategy and the criteria for partner-driven cooperation.

3. Implementation and follow-up

Partner-driven cooperation funded by development assistance- and targeted strategic contributions are the aid modalities that will contribute to achieving the overall objective. Sida will conduct an ongoing dialogue with Swedish and Indonesian actors aimed at promoting and facilitating cooperation between these actors. Sida will be actively involved in communication and information about partner-driven cooperation and help actors with meeting places, study visits between the two countries, etc.

Assessment criteria for contributions within the framework of partner-driven cooperation in Indonesia will take into account:

- how the contribution helps to achieve the overall objective of Swedish development cooperation with Indonesia;
- potential sustainability in terms of the strength of the actors' interest and funding capacity; and
- how the contribution is expected to increase and deepen the bilateral relations between the countries so as to strengthen the impact of jointly prioritised interests at national, regional and global level.

Sida's annual reports and operational planning serve as the main mechanisms for the monitoring and planning of this strategy.

The process objective to have partner-driven cooperation forming the bulk of the cooperation is not expected to be achieved until towards the end of the strategy period given that this aid modality is new and establishing new relationships between Swedish and Indonesian actors will take time.

All contributions will be designed so as to combat corruption. The potential for special contributions for combating corruption will be assessed during the strategy period.

A mid-term review will be conducted at the end of 2011 to evaluate how selective cooperation has worked, with a particular focus on partner-driven cooperation, and to make recommendations concerning volume and future direction. Before any changes are made, consultation is to take place between the Government Offices/the Ministry for Foreign Affairs and Sida.

3.1 Capacity, expertise, staffing and division of roles

Experience of development cooperation to date and of other countries shows that a transition from development assistance to other relationships is capacity-intensive. Sida needs expertise to manage partner-driven cooperation but also specialised knowledge of the priority areas of this selective cooperation.

3.2 Formal/political framework, incl. dialogue for monitoring

Sida's annual review and monitoring of the development assistance-funded contributions made in conjunction with BAPPENAS, the Indonesian National Development Planning Agency, is the primary meeting and dialogue opportunity for cooperation with Indonesia. As a member of the EU, Sweden also conducts an ongoing dialogue in close collaboration with other Member States and the European Commission.

The bilateral human rights dialogue and the bilateral political consultations, which the Ministry for Foreign Affairs is responsible for, are also important opportunities for dialogue on Swedish cooperation with Indonesia.

At the start of the strategy period, Sida will examine the need for an overall agreement between Sweden and Indonesia aimed at facilitating selective cooperation.

Part 2. Background

1. Summary country analysis

Indonesia's political and economic development over the last ten years has been positive in many ways. The country regained its status as a middle-income country in 2005 and can, by and large, be said to have recovered from the Asian financial crisis of the 1990s that hit the country very hard and led to more people falling into poverty. The past few years have been characterised by relative economic stability and growth but the rate of growth is not high enough to absorb the millions of new job seekers entering the labour market every year. In addition, growth is unevenly distributed between urban and rural areas and different regions of the country. At the same time, the current global financial crisis has meant that the growth forecasts for 2009–2010 have had to be adjusted downwards. However, the country's economic

situation is considerably better today than during the previous crisis, largely thanks to extensive market economy and financial reforms. Indonesia's relatively moderate export dependence also helps to dampen the effects of the global economic downturn.

Indonesia has come a long way in its democratisation process over the past decade. Since 2001, extensive democratisation has been implemented aimed at stabilising regional autonomy, and this has resulted in major increases in the budget at provincial and district level. However, many districts still lack the capacity to manage budget responsibility and thus large sums cannot be spent effectively at local level.³

Social, ethnic and religious tensions remain a problem in regions such as Sulawesi, the Maluku and Papua. The peace process in Aceh is regarded as a success but some analysts warn that continued positive development in Aceh cannot be taken for granted and that work remains to be done to consolidate the peace process.⁴

Indonesian legislation provides a good framework for respecting human rights but, at the same time, it is deficient in terms of implementation and compliance. Human rights violations and limited access to legal proceedings for poor people continue to be a problem, especially in geographically remote areas. Furthermore, widespread corruption undermines public confidence in the Indonesian justice system. In general, conditions in the country's prisons reveal major shortcomings.

Indonesia is a middle-income country but with unevenly distributed economic resources. Poverty in the country has fallen in recent years but close to half of the population still lives on between 1 and 2 dollars a day.⁵ A large share of the population, however, lives just above the poverty line but even less dramatic changes can cause this group to fall below the poverty line. The global financial crisis can prove to have far-reaching effects on development in Indonesia, not least for the many millions of people living on the margins of poverty. Although investment in education has increased markedly over the last few years,⁶

³ Spending for development: making the most of Indonesia's new opportunities, The World Bank, June 2007.

⁴ International Crisis Group

⁵ The poverty rate is 15.7 per cent on Java and 38.7 per cent on Papua, World Bank, November 2006.

⁶ 17.2% of total national public expenditure is allocated to education while the figure is 10.8% for infrastructure and 4.9% for health, Spending for development – making the most of Indonesia's new opportunities, World Bank, June 2007.

Indonesia still spends little in key sectors such as infrastructure and health care.

Compliance with women's and children's rights continues to be neglected, with insufficient legal protection and discrimination on the basis of religious and cultural traditions. Poor women and women in rural areas generally have inadequate access to education, health care and legal protection. There are also signs that tolerance for religious minorities and homosexuals has deteriorated.

Indonesia has a rich biodiversity and considerable natural resources. These natural resources have not been managed in an environmentally sustainable way, which has led to overexploitation and environmental degradation. Although the impact of environmental degradation and climate change is becoming clearer in Indonesia, only in recent years has this received attention at the political level and among the public. The Climate Conference in Bali in 2007 further helped to increase awareness of climate change and environmental issues in Indonesia. Deforestation, floods, industrial pollution, uncontrolled management of household waste and poor access to clean water are challenges that, combined with high population growth, are becoming serious problems that must be addressed in the coming years.

Indonesia is very susceptible to the threat of climate change and natural disasters. Natural disasters such as earthquakes, landslides and volcanic eruptions represent major threats to densely populated areas in Indonesia. Preparedness to manage the consequences is limited and poor people tend to be hardest hit. Climate change has already affected the seasons in Indonesia.

Although the government in recent years has launched numerous and vigorous initiatives to combat corruption, the problem remains widespread. Indonesia is ranked 143 out of 179 countries on *Transparency International's Corruption Perception Index 2007*. Corruption continues to be a major impediment to the country's development. Government agencies and social institutions are often bureaucratic, inefficient and in need of modernisation.

Indonesia has the fourth largest population in the world and the world's largest Muslim population. In light of its size, economic significance and geographical position, Indonesia has an important strategic role to play in the development and stability of the region. Indonesia also plays

a significant role in the development of Southeast Asian cooperation body ASEAN (Association of Southeast Asian Nations).

2. Summary performance assessment

Development cooperation with Indonesia in the period 2005–2009 was governed by a regional strategy for South East Asia that included Indonesia. Cooperation has focused on supporting democratic governance and human rights, and promoting sustainable use of natural resources and environmental protection. The payment rate has been between SEK 68–100 million per year over the last four years with a sharp rise in 2005 due to the tsunami disaster and support to the peace process in Aceh.

To date, the bulk of Swedish support has been channelled through multilateral organisations such as the UNDP, UNICEF and the World Bank. Another important form of Swedish development assistance has been inter-agency cooperation between Swedish and Indonesian agencies. Some contributions have been channelled through cooperation agreements with the Netherlands and Norway, with Sweden as a ‘silent partner’. Some small-scale support has gone directly to Indonesian NGOs.

Sweden has traditionally had relatively few points of contact with Indonesia and development cooperation has focused on a few sectors with relatively limited budgets. Sweden is also one of the smallest bilateral donors in terms of aid volume, compared with considerably larger donors such as the United States, Japan, Australia and the Netherlands. The EU, the World Bank and the Asian Development Bank (ADB) are important multilateral donors in Indonesia. Donor coordination has been limited, taking place primarily at sector level, for example, in water and sanitation. In 2009, along with some twenty other donor countries, Sweden signed the *Jakarta Commitment: Aid for Development Effectiveness*, a locally agreed Paris Agenda aimed at achieving improved donor coordination.

The performance evaluation⁷ of Swedish development cooperation with Indonesia conducted in 2008 found that the programmes being carried out are highly relevant to the objectives of cooperation and the needs of the target groups. However, for most of the contributions, it is still too early to assess their concrete results and effects. This is particularly the

⁷ Performance evaluation of Swedish development cooperation with Indonesia in 2005–2008, Stockholm International Consulting Group, July 2008.

case for contributions whose start-up has been delayed because of bureaucratic procedures on the Indonesian side. Indonesia has a complex political and administrative system, and this results in long startup times for new contributions, sometimes of up to two years.

The perspective of poor people on development and the rights perspective have set the tone of several contributions. Swedish support to the establishment of a free Indonesian non-commercial radio station has helped to increase poor people's access to information through better quality news broadcasts. Poor people's awareness of their rights has increased as a result of the contributions in the area of access to legal proceedings. Support in the areas of water and sanitation has resulted in increased capacity to manage these issues both at local and regional level, not least in the central and eastern parts of Indonesia.

Swedish support to post-tsunami reconstruction work was mainly channelled through the *Multi-Donor Trust Fund for Aceh and Nias* (MDTF). The Fund's working methods have been characterised by strong ownership by the Indonesian government and have succeeded in gathering a large number of donors; this has contributed to international knowledge about more effective disaster response and reconstruction.

The performance evaluation notes that, of the contributions currently under way, institutional cooperation (inter-agency cooperation) has the greatest potential for future partner-driven cooperation. This is mainly based on its potential for self-supporting relationships as there is a demand for these cooperation programmes among the Indonesian parties and trust is built up between the parties involved. Other cooperation has primarily consisted of multilateral-bilateral cooperation that does not meet the requirements for partner-driven cooperation.

3. Summary analysis of Sweden's role in the country

3.1 Conclusions from Swedish and EU political decisions and processes that are relevant to cooperation

The European Commission is a relatively large donor in Indonesia. Cooperation is governed by a strategy for 2007–2013 that covers a number of different areas including trade, education, investment climate, environment and the legal sector. Today the Commission provides small-scale support to human rights-related contributions but

negotiations are under way to establish a formal human rights dialogue with Indonesia in 2009.

The EU Code of Conduct has been implemented on a limited scale in Indonesia, mainly because the donor situation is fragmented and complex. The potential for cooperation with the European Commission lies primarily in the area of investment climate and business promotion.

3.2 Coherence for development

Swedish development cooperation with Indonesia, not least post-tsunami reconstruction and support to the peace process in Aceh, have been contributing factors to the very good political relations that now exist between Sweden and Indonesia. There is today a strong mutual interest in broadening and deepening cooperation in a range of areas where common interests exist. Trade has increased and relations have been strengthened through increased dialogue and mutual exchange of visits. A concrete example of this is the bilateral dialogue on human rights initiated in 2008. There is also a common interest in deepening the political dialogue.

Moreover, the countries have a common interest in cooperating on regional and global issues such as peace and security, human rights, multilateral trade issues and regional integration.

A number of Swedish companies are represented in Indonesia and the prospects for Swedish industry to become established in areas such as communication, transport and environment should remain bright. For Sweden, Indonesia is the fastest growing export market in South East Asia.

Selective cooperation can offer Swedish public and private actors opportunities to operate in Indonesia and in different ways demonstrate examples of Swedish expertise and technological know-how. This may also have a positive impact on other policy areas, for instance, trade. Synergies and coordination between different policy areas will be sought. Partner-driven cooperation and strategically targeted contributions can contribute to equitable and sustainable global development.

3.3 Swedish actors and Sweden's comparative advantages

Contact between Swedish and Indonesian actors today is still relatively limited even though an intensification of exchange between the

countries has occurred in recent years. A growing interest in Indonesia can be discerned among actors in Sweden, including the business sector, universities and higher education institutions, municipalities and county councils, government agencies and civil society.

The Indonesian side appreciates the current cooperation between Swedish and Indonesian agencies; it values Swedish expertise and the focus on institutional development, something that is not always prioritised by other countries. Swedish social models at both central and local level have attracted some interest from Indonesia.

Synergies exist between the bilateral dialogue on human rights and selective cooperation and these should be exploited.

3.4 Conclusions about Sweden's role

Sweden has traditionally played a relatively limited role in Indonesia. Political relations between Sweden and Indonesia, however, are very good and there is at present a growing mutual interest in broadening and deepening the relations between the countries in a number of areas.

As a donor, Sweden is a minor actor in Indonesia. However, development cooperation has presented some interesting Swedish social models that can help to develop the dialogue on, for example, human rights and environment/climate. There are therefore good prospects for developing and deepening relations between the countries in areas where Sweden has positive experience and where there exists a mutual interest in cooperation.

4. Considerations concerning objectives and direction of future cooperation

Over the last ten years, Indonesia has made great political and economic progress. The poverty rate has been reduced and several MDGs are well on the way to being achieved. Despite this, widespread problems remain, including poor human rights compliance particularly in the implementation of applicable legislation, unevenly distributed economic resources and widespread corruption. Indonesia is facing major environmental and climate change challenges.

Experience of Swedish development cooperation in Indonesia⁸ demonstrates that the direction of cooperation has been highly relevant

⁸ Outcome Assessment of Swedish Development Cooperation with Indonesia in 2005–2008.

to achieving the set objectives but it is too early to judge the concrete results and effects. As regards inter-agency cooperation, contacts have been established that may have the potential to develop into future partner-driven cooperation. The issue of how Swedish agencies can finance their own cooperation costs when development assistance funding ends must be solved. Lessons learned show that it takes time to initiate new contributions due to an administratively complex public administration and that this can be resource-intensive both for Sida and the Embassy. In light of this it is important, where possible, to continue building on contacts and experience from previous cooperation provided they meet the requirements for partner-driven cooperation.

Combining continued economic development with increased capacity to protect the environment and prevent and manage the impact of climate change is a challenge for Indonesia. Sweden has the relevant knowledge, experience and technology to be a partner in the area of environment and climate. However, few Swedish actors have so far been active in the area of environment in Indonesia. An important task will therefore be to actively stimulate and promote the establishment of cooperation that has the potential to grow into more partner-driven cooperation over time.

Cooperation in the area of democracy and human rights has so far been channelled through multilateral channels, NGOs and inter-agency cooperation. Experience has shown that there is an interest in continuing to draw on Swedish experience and knowledge in the area. However, it is assessed that the conditions for partner-driven cooperation are limited. The strategy will therefore be open to a limited number of targeted strategic contributions in the areas of democratic governance and human rights. The link between development assistance-funded human rights cooperation and the bilateral human rights dialogue between Indonesia and Sweden will be developed during the strategy period.

At present Sweden is not making any contributions focused on economic growth in Indonesia. This new area in particular will require a proactive working method on the part of both Sida and the Embassy in Jakarta to contribute to the establishment of new points of contact. Special information initiatives may be required for this purpose. Since partner-driven cooperation is demand-driven, the strategy – in addition to the specified cooperation areas – will also be open to initiatives for partner-driven cooperation in other areas identified during the strategy period.

Against the backdrop of the limited points of contact and the initial challenges identified for partner-driven cooperation, it is expected that partner-driven cooperation cannot form the bulk of cooperation until towards the end of the strategy period.



REGERINGSKANSLIET

**Ministry for Foreign Affairs
Sweden**

103 39 Stockholm

Telephone: Int+46-(0)8-405 10 00, fax: Int+46-(0)8-723 11 76, web site: www.ud.se

Cover: Editorial Office, The Ministry for Foreign Affairs

Printed by XGS Grafisk service, 2010

Article no: UD 10.020