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**South-South cooperation**

**Draft fourth cooperation framework for South-South cooperation  
(2009-2011)**

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## I. Introduction

1. The UNDP strategic plan, 2008-2011, emphasizes South-South cooperation as a key element contributing to enhanced national and local capacities for human development and the achievement of internationally agreed development goals, including the Millennium Development Goals. The strategic plan also accords particular importance to South-South partnerships and solutions in addressing challenges that cut across regions and national boundaries – challenges that are often very difficult for individual countries to deal with effectively. Mindful of these and other development challenges, the present framework provides a results-oriented strategy on the part of UNDP to promote and accelerate sustainable human development through South-South and triangular cooperation.

2. The current framework responds to the decisions of the 2007 triennial comprehensive policy review related to South-South cooperation, as well as other relevant decisions of the High-level Committee on South-South Cooperation and the General Assembly. It also incorporates responses to suggestions made by the Executive Board at its informal consultations in April 2008 and at its annual session in June 2008. Central to the framework are the measures adopted by UNDP and by the Special Unit which require action on the recommendations of the 2007 evaluation of the UNDP contribution to South-South cooperation (DP/2008/8), as well as the commitments articulated in the related management response (DP/2008/9).

3. Consistent with the UNDP strategic plan, 2008-2011, the Administrator of UNDP will ensure that through the present framework, UNDP works effectively to service the High-level Committee on South-South Cooperation. It will also work to strengthen the leadership role of UNDP in mainstreaming South-South cooperation by leveraging its network of country offices and the entire organization, at headquarters and in the field. UNDP will also leverage its global reach to assist programme countries in strengthening national capacities to scale up the impact of South-South cooperation in the course of meeting commitments spelled out in the strategic plan.

4. The framework also provides the basis for UNDP to act on the recommendations of the evaluation by establishing collaborative arrangements between the Special Unit, the regional bureaux, practice units, country offices and United Nations country teams. The Administrator will ensure follow through and regularly review progress on the results of collaboration between the Special Unit, regional and practices units, and country offices.

5. The work of the Special Unit under the present framework is also guided by the High-level Committee on South-South Cooperation and is aligned with the dual role of UNDP in its service to the international community, Member States and society at large. The Special Unit seeks, in this context, to promote the coordination, efficiency and effectiveness of United Nations support to South-South cooperation, particularly at the country level. This will be done within existing UNDP arrangements with United Nations Development Group partners. Second, in keeping with Executive Board decision 2007/32, the Special Unit will work to promote South-South partnerships and solutions exchange in support of United Nations efforts to address multilateral development challenges, particularly in the areas of poverty reduction, democratic governance, crisis prevention and recovery, the environment, and sustainable development, as well as gender empowerment. In this way, the Special Unit intends to fulfill its mandate as coordinator of United Nations system-wide South-South activities and as focal point for South-South cooperation in UNDP.

6. The main thrust of the work under the present framework is for the Special Unit to develop and provide all partners interested in South-South cooperation with the policy tools and mechanisms necessary to help developing countries build capacities to achieve

their national development goals and internationally agreed development goals, including the Millennium Development Goals, through South-South and triangular cooperation, in close concert with corporate UNDP and the wider United Nations system. As recommended in the evaluation of the UNDP contribution to South-South cooperation, the Special Unit will continue to focus its work in three strategic areas: (a) policy dialogue, development and advocacy; (b) the promotion of South-South knowledge- and experience-sharing by development partners, and (c) the piloting of mechanisms and partnerships for scaling up South-South exchanges.

7. The present document summarizes development challenges and opportunities for scaling up South-South cooperation for development; the specific activities by which the Administrator aims to support developing countries in addressing them through the resident coordinator system; and the operational activities of UNDP country offices. It also lays out key outcomes and outputs (with indicators) that the Special Unit aims to achieve through its catalytic work throughout the United Nations system during the period of the fourth South-South cooperation framework (2009-2011).

## II. Situation analysis

8. The preparation of the present framework comes at a time of growing attention to the new dynamics found within the South and the expanding nature of South-South cooperation. These changing dynamics reflects the higher levels of awareness, the increasing sophistication of dialogue and the growing international support of such cooperation, as a complement to traditional North-South cooperation.

9. The rapid economic growth of some major developing countries has, indeed, dramatically improved the development prospects of neighboring countries, spurring economic growth, expanded levels of trade, increases in science and technology exchanges and greater levels of lending and investment in their respective regions. According to the *Millennium Development Goals Report 2007*, the number of people in developing countries living on less than \$1 a day fell from 1.25 billion to 980 million between 1990 and 2004, with the largest improvements occurring in East and Southeast Asia.<sup>1</sup> In addition, South-South trade has grown at almost double the rate of South-North trade over the past several decades, with Southern export shares *accounting for a record 37 per cent of world trade* in 2006.<sup>2</sup> Overall, the economies of the South have grown steadily since the mid-1990s, with output growth rates averaging over 6 per cent per year between 2004 and 2007.<sup>3</sup>

10. Today, all developing countries, regardless of their size or level of development, possess varying degrees of capacity and experiences in development that can be shared on a South-South basis. Many middle-income countries, emerging economies as well as economies in transition, in particular (which has halved the number of people living in poverty in the past decade), are now positioned to share tremendous expertise and practical knowledge with other developing countries in reducing poverty and meeting the Millennium Development Goals. Many developing countries have developed long-term strategies for inclusive growth and development that can be made available for intra-South peer learning and demand-based application. New opportunities for South-South learning and knowledge-sharing have thus emerged in such critical areas as democratic governance; social justice and the rule of law; gender equality, including women's economic empowerment; crisis prevention and recovery; information and communications; the prevention and management of diseases such as malaria, HIV/AIDS and tuberculosis; agricultural diversity and food security; and climate change, including

<sup>1</sup> *Millennium Development Goals Report 2007*, New York: United Nations, 2007, p. 4.

<sup>2</sup> UNCTAD, *Trade and Development Report 2007*, p. 6.

<sup>3</sup> *Ibid*, Table 1.1, p. 2.

judicious management of natural resources and efficient use and development of new and renewable energy. There are also a growing number of Southern development regional centres of excellence and world-class institutions poised to make significant contributions to spur socio-economic growth within and outside their own regions.

11. A new landscape of South-South cooperation, characterized by the availability of new and greater sources of cooperation, both tangible (capital and technology) and intangible (development knowledge and solutions), has clearly emerged, offering great opportunities for mutual learning in achieving the internationally agreed development goals, including the Millennium Development Goals. However, this new landscape is also characterized by the widening gap between countries that have made significant economic and social strides in the last two decades, and those that are not participating fully in the global economy and still face sizeable challenges to meeting the Goals by the year 2015.

12. Indeed, numerous countries have stagnated or even fallen behind in achieving development targets and eradicating poverty, especially the least developed countries, landlocked developing countries and small island developing states. Even for countries that have achieved significant economic growth, eliminating economic, social and gender inequality remains a formidable challenge requiring continued international support. Among and within some Southern countries, this disparity has been one of the major drivers promoting South-South cooperation, including triangular cooperation, and the increased desire for mutual learning and sharing of experiences.

13. With the new dynamics of South-South interaction have come new challenges in extending and deepening South-South cooperation. Conceptually, South-South cooperation is promoted by most developing countries as a two-way learning experience in which involved parties learn from each other and see the mutual gains that have been or can be achieved. At the structural and institutional levels, existing development architecture is still built primarily to support North-South cooperation and aid flows. Despite significant advances, the current architecture is not adequate for expanded South-South flows. Financially, most South-South cooperation, including public concessional and private resource flows, is taking place on a bilateral or regional basis with limited passage through multilateral channels. Increasingly using multilateral forms of South-South cooperation represents a looming challenge for the international community, a challenge nonetheless that, if met, could achieve significant economies of scale and social returns. Optimally, multilateral support would further encourage more Southern collaboration for inclusive development by promoting expanded Southern knowledge sharing and skills transfer, as well as more capital and technology flows. The combination of expanding bilateral and regional intra-South collaboration, along with leveraging multilateral support to South-South cooperation, could have significant benefits in promoting knowledge-sharing and scaling up impact.

14. In addressing these new opportunities and challenges, the Secretary-General, in his report to the 63<sup>rd</sup> Session of the General Assembly on the state of South-South cooperation (A/62/295), called upon the international community, including the United Nations development system, to help scale up the impact of such cooperation by (a) orienting South-South efforts towards achieving the internationally agreed upon development goals, including the Millennium Development Goals; (b) intensifying multilateral support for South-South initiatives; (c) fostering inclusive partnerships for South-South cooperation, including triangular and public-private partnerships; (d) improving coherence of United Nations system support for such cooperation; and (e) encouraging innovative financing for South-South cooperation. The Special Unit aims to strengthen its programming in addressing each of these areas, incorporating the recommendations and observations outlined in both internal and external evaluations conducted by UNDP while building on the lessons learned from the implementation of the Third Cooperation Framework, 2005-2007 (DP/CF/SSC/3/Rev.1).

### III. Results and lessons learned from past cooperation

15. As the extended third cooperation framework for South-South cooperation draws to a close in December 2008, a number of important lessons have been learned that guide the way forward. During the period of the third framework, the Special Unit concentrated on building (a) a platform to support policy dialogue and follow-up to major intergovernmental conferences, with particular emphasis on mainstreaming South-South cooperation as a 'driver' of development effectiveness; (b) a platform to help create an enabling environment and mechanisms for public-private-partnership for sustained intra-South business collaboration and technology transfer; and (c) a platform to support a more robust information system for managing and sharing Southern development knowledge and expertise.

16. In building those three platforms, the Unit piloted and catalysed a number of innovative partnership mechanisms, such as an upgraded 'Southern experts roster' system, a methodology for documenting and sharing Southern solutions, and a development-oriented, market-based South-South global assets and technology exchange. The Unit also nurtured a number of South-South mutual learning networks and centres of excellence in such areas as: oil and gas management; disaster risk management; creative economy for development and small/medium enterprises development; development of New Rice for Africa; and remittances for development. Meanwhile, as many as 35 national multi-stakeholder South-South cooperation focal points networks, 42 Southern development experts rosters, and a United Nations inter-organization South-South focal points network have been established, with a number of concrete inter-organization joint initiatives carried out to address cross-cutting issues. These institutional assets should be effectively leveraged by the United Nations system – especially UNDP – and by other partners interested in South-South cooperation, including triangular cooperation, during the period of the current framework and beyond.

17. During the same period, the activities of the Unit covered all regions of the South and encompassed the active participation of multiple stakeholders – the public and private sectors, non-governmental organizations, civil society, academia and other Southern constituencies. Priority attention was given to creating 'enabling' environments for other institutions to support South-South cooperation more effectively in collaboration with other partners, to the Unit responded quickly to unexpected events, with support from the South-South Grant Facility for tsunami recovery and the post-recovery project for Afghanistan. Meanwhile, a number of evidenced-based, demand-driven and multi-stakeholder South-South knowledge sharing processes and methodologies were developed and tested by the Special Unit in the areas cited above and in other priority areas identified by participating countries.

18. The Unit also established a 'good practice' in launching and facilitating joint studies to facilitate national and intergovernmental decision-making processes, involving a number of United Nations entities and UNDP units, including regional commissions and other partners in both South and North. These 'soft assets' should also be effectively leveraged by the United Nations system – especially UNDP – and by other interested partners, to help expand the scope and impact of South-South cooperation, including triangular cooperation.

19. On the global level, the Special Unit has achieved results that have contributed to assisting countries in meeting internationally agreed upon development goals, including the Millennium Development Goals. The primary focus of the Special Unit in this regard has been in contributing to the building of global partnerships for development (Goal 8) through South-South and triangular cooperation. Through such partnership building, the Special Unit has also contributed to the achievement of other internationally agreed development goals, including eradicating extreme poverty and hunger (Goal 1) and promoting gender equality and the empowerment of women (Goal 3). For example,

through its support to the 2<sup>nd</sup> and 3<sup>rd</sup> Businesswomen's Forum in Islamic Countries, the Special Unit facilitated access to technologies for business women in Member States of the Organization of the Islamic Conference to expand their businesses and engage in joint ventures with women's groups in various regions. The strengthening of business enterprises in these countries has in turn led to increased job creation and employment, contributing to Goal 1, the eradication of extreme poverty, in these regions.

20. In addition, the Special Unit has strengthened partnerships for development by building and expanding South-South focal point networks to address issues of particular concern to small-island developing states, landlocked countries and least developed countries. The establishment of focal point networks in Africa and Latin America has resulted in participants' agreeing to collaborate on poverty reduction, human resource development and food security. It has also resulted in enhanced research and partnership building at the regional and global levels by bringing together researchers, Member States, private organizations and civil society to highlight 'best practices' in the South. Moreover, through its e-newsletter and various reports and papers arising from these collaborations, partners have shared practical solutions to development issues in areas such as water management and sanitation (Goal 7), the elimination of extreme poverty (Goal 1) and combating the spread of HIV/AIDS (Goal 8)<sup>4</sup>.

21. The Special Unit has been effective in providing advisory services to countries seeking to scale up their South-South cooperation. For example, in Egypt and Tunisia; and a number of other developing countries, South-South approaches are being incorporated in national and regional development plan with support from the Special Unit and the respective UNDP country offices.

22. In addition to the role of the Special Unit, corporate UNDP has also played an important role in South-South and triangular cooperation by supporting global and regional partnerships through institutional capacity development globally. Through support to the International Poverty Centre in Brazil, UNDP has promoted South-South cooperation in applied poverty research and provided research-based policy recommendations and solutions to address poverty and inequality. The Centre itself has facilitated knowledge-sharing between Brazil and Ghana, as well as other African countries on 'conditional cash transfer' programmes and other similar initiatives.

23. The Special Unit has contributed to poverty eradication by forging global and regional triangular partnerships in the development of small and medium enterprises through Techonet Asia, which assisted in establishing Techonet Africa through a triangular partnership between the governments of Malaysia, Thailand and the International Cooperation Agency (JICA). Likewise, through its support to New Rice for Africa, the Special Unit has provided support to research on and dissemination of rice crops to alleviate hunger and enhance regional cooperation on food security.

24. With a seed grant from the Special Unit, partners at the Princeton-based Institute of Advanced Studies have succeeded, through the Science Initiative Group, in leveraging additional funding from other sources, receiving a \$3.5 million grant from the Carnegie Corporation of New York (with another \$1.6 million expected) to implement the Regional Initiative in Science and Education (RISE) as part of the 'Global Science Corps' initiative that the Special Unit started supporting in 2005. RISE will support university-based research and training networks in the sciences in sub-Saharan Africa, with the goal of staffing universities in Africa with well-prepared Ph.D.s.

25. Within the context of RISE, the Science Initiative Group has continued to work to implement the Global Science Corps, including the component of South-South exchanges. After discussing concept of the Global Science Corps with numerous universities, both South and North, with agencies of the United States government, and

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<sup>4</sup> See *Cooperation South: Eliminating Extreme Poverty, 2005*. UNDP.

with the International Foundation for Science in Sweden, the Science Initiative Group has found widespread endorsement of the concept and a willingness to participate in exchanges at many levels. In particular, the Academy of Sciences for the Developing World has agreed to provide supplementary support for South-South exchanges involving students and faculty in RISE networks. With RISE networks beginning their work in 2008, the Special Unit plans to step up its contribution to science and technology-related South-South exchanges benefiting Africa and other parts of the developing world.

26. Partly due to the advocacy work of the Special Unit within the United Nations system, organizations such as the United Nations Industrial Development Organization, the Food and Agriculture Organization of the United Nations, the United Nations Environment Programme and the United Nations Children's Fund have taken major steps to mainstream South-South cooperation more effectively in their practices.

27. Indeed, many of the above triangular initiatives involving UNDP and the Special Unit have received support from the Canadian International Development Agency, JICA, the United States Agency for International Development, other donor agencies and various United Nations organizations.

28. Through its global programme, UNDP has supported efforts to improve availability and access to HIV/AIDS drugs within and among developing countries (Millennium Development Goals 6 and 8) through Trade-Related Aspects of Intellectual Property Rights and an HIV/AIDS drugs capacity building project. Ensuring environmental sustainability (Goal 7) has been another result achieved by UNDP through its support to the regional programme for Europe and the Commonwealth of Independent States to address the continuing consequences of the Chernobyl nuclear disaster. UNDP has supported many other South-South initiatives to improve capacity-building for sustainable development through its regional programmes in Africa, the Middle East and Latin America.

29. In assessing UNDP contributions to South-South cooperation and the effectiveness of the third cooperation framework, the evaluation of the UNDP contribution to South-South Cooperation found that, notwithstanding the above achievements, the Special Unit had not fully leveraged the strengths and capacities of UNDP and the United Nations development system towards meeting internationally agreed-upon development goals, including the Millennium Development Goals. Four key conclusions and recommendations were reached: (a) The framework should be shaped around three activity streams, similar to the three platforms of the third cooperation framework: policy development and advocacy; knowledge sharing; and catalyzing innovation; and initiatives in each of those streams should be time-bound and results-oriented; (b) In programming initiatives, the Special Unit should adopt strict criteria and should leverage the capacities of UNDP and other relevant United Nations organizations to enhance the contribution of South-South cooperation to development effectiveness; (c) UNDP should develop a corporate South-South cooperation strategy that addresses emerging issues, draws on its experiences, integrates all of its programme frameworks, and is underpinned by resources, incentives and accountability; and (iv) UNDP should define clear collaboration arrangements with the Special Unit.

30. A renewed United Nations system-wide commitment to South-South cooperation is clearly needed in order to systematically mobilize and leverage its substantive, institutional, technical and financial strengths to help developing countries find South-South solutions in meeting the IADGs, including the MDGs

## IV. Proposed programme

### A. Strategic considerations

31. The overarching vision for South-South cooperation articulated in the UNDP strategic plan, 2008-2011, is to mainstream such cooperation across the organization by leveraging its global reach, policy and institutional capacities, as well as its network of country offices, to assist developing countries in strengthening their capacities to scale up the impact of such cooperation. The organization is committed to supporting programme countries, at their request, in developing institutional capacities to effectively manage, design and implement national South-South cooperation policies and initiatives, including through the establishment of multi-stakeholder focal points and networks at the national, regional and interregional levels. More effective programmatic support will be provided through its global programme, regional programmes and country programmes to assist programme countries to identify, document and disseminate cutting-edge experiences in critical development areas, especially in the UNDP focus areas, by establishing a unified system and a database of best practices. Its global, regional and country teams will be encouraged to increasingly use available institutional, technical and human resources in the South in meeting internationally agreed development goals, including the Millennium Development Goals, within country and regional programmes.

32. Beyond its programmatic work, UNDP is charged by the General Assembly with the United Nations system-wide leadership role in South-South cooperation, the Administrator being the convener of the High-level Committee on South-South cooperation, with responsibility for delivering on such cooperation on a global and system-wide basis. The chairing of the United Nations Development Group by the Administrator, and the broader role of UNDP as manager of the United Nations resident coordinator system, puts UNDP in a crucial position in championing the South-South cooperation work of the wider United Nations development system, especially through the United Nations country teams. The programmatic role of UNDP in support of national development priorities and programmes, through its global, regional and country programmes, further strengthens its contribution to the national capacity development efforts of Member States<sup>5</sup> through South-South cooperation.

33. The current framework is designed to assist the Administrator and UNDP as an organization to effectively carry out the dual role described above. In its management response, UNDP has made it clear that the Special Unit, its distinct status notwithstanding, constitutes an essential element of UNDP, and that any strengthening of the UNDP contribution to South-South cooperation must build upon that reality. UNDP will strengthen the capacity of the Special Unit to provide intellectual, technical, and organizational support for South-South cooperation from across UNDP, including at the intra-regional level, through regional programming, given its mandate to coordinate United Nations system-wide activities, advise United Nations country teams, and act as a catalyst of South-South cooperation exchange mechanisms. A number of institutional results in the present framework can be interpreted as contributing to those purposes, with direct and indirect development results from the Special Unit and from UNDP, and other partners. The effectiveness of the present framework will therefore be judged not only on the outcomes and outputs produced by the Special Unit directly, but also on those to which it contributes and supports through the three platforms.

### B. Key elements of the framework

34. The overall objective of the framework is to enable the international community to effectively (a) promote South-South cooperation as a viable strategy for the South to

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<sup>5</sup> Triennial Comprehensive Policy Review of Operational Activities of the United Nations Development System: conclusions and recommendations. Report of the Secretary General, 13 August 2007 (A/62/253).



achieve the internationally agreed development goals, including the Millennium Development Goals, in pursuit of more inclusive globalization; (b) mobilize Southern expertise and MDG solutions for mutual learning; and (c) help scale up the scope and impact of South-South and triangular cooperation in achieving internationally agreed development goals, including the Millennium Development Goals.

35. Correspondingly, and in conformity with the recommendations of the evaluation of the UNDP contribution to South-South cooperation (DP/2008/8) and the commitments UNDP has made in its management response and in its strategic plan, 2008-2011, the framework seeks to contribute to three results areas, namely: (a) policy development and advocacy; (b) knowledge mobilization for mutual learning; and (c) scaling up the impact of South-South cooperation through innovation. Supported by the three platforms developed under the third cooperation framework for South-South cooperation, the fourth framework will make direct, measurable contributions to the UNDP institutional and development results frameworks being developed under the strategic plan. Thus the outcomes, outputs and output indicators of the fourth framework specified in the annexed results and resources framework are closely identified with the UNDP corporate results frameworks. The following section provides a summary of the main goal, the institutional results and development results for each of the three focus areas.

***Focus area 1: Policy development and advocacy***

36. The main goal for this area is to promote South-South cooperation as a viable strategy for the South to achieve the internationally agreed development goals, including the Millennium Development Goals, including Goal 8, in pursuit of a more inclusive globalization. The performance of the framework, in this area will be measured by the extent to which its activities have contributed to the achievement of that broader goal; the awareness and understanding by the international community of the concept, importance and contributions of South-South cooperation to development must have improved significantly, and Millennium Development Goals-based South-South and triangular approaches must have been appropriately integrated into national development strategies and the operational activities of the United Nations development system, especially those of UNDP and United Nations country teams.

***Institutional results***

37. To achieve the above goal, the Unit, in collaboration with UNDP, will strengthen its capacity for research and monitoring with respect to South-South cooperation. The Special Unit will also conduct a comprehensive analysis of the overall trends, challenges and opportunities of South-South cooperation through the preparation of an annual 'South report'. The changing nature and characteristics of South-South cooperation makes such a report both timely and instructive for developing future activities and ensuring the most cost-effective use of time and resources. The first such report will be produced in the last quarter of 2008, in collaboration with Southern centres of excellence such as the Poverty Centre. Because of the responsibilities of the Unit to various United Nations bodies, a number of other reports will also be prepared, including reports to the 16<sup>th</sup> and 17<sup>th</sup> High-level Committees on South-South Cooperation, in 2009 and 2011; the Secretary-General's reports to the 64<sup>th</sup> and 66<sup>th</sup> General Assembly sessions on the state of South-South cooperation; and inputs to the Triennial Comprehensive Policy Review for the 65<sup>th</sup> session of the General Assembly.

38. Another institutional result will be to strengthen the Unit's support to mainstreaming South-South cooperation more fully into the work of the United Nations system, especially in UNDP. By 2009, the Unit, in cooperation with corporate UNDP, will complete a United Nations inter-agency common result and accountability framework to provide specific performance metrics and best practices for United Nations efforts at more effectively supporting South-South collaboration. As part of this effort, the Unit will assist UNDP to develop its corporate South-South cooperation policy and strategy, along with specific guidelines for each of its practice areas as well as for country

offices. In addition, the Unit will continue to organize the annual United Nations Day for South-South Cooperation, the biennial meeting of the High-level Committee, the United Nations Conference on South-South cooperation in 2009, and United Nations inter-organization South-South cooperation focal points meetings, in conjunction with the High-level Committee, to share best practices.

#### *Development results*

39. The institutional results described above are expected to contribute towards a number of concrete development results on the ground, as measured by an increasing number of countries having benefited from the above institutional results products in their policymaking, including incorporating South-South cooperation in their Millennium Development Goals-based national strategies. The results will also be measured by an increasing number of United Nations organizations, especially UNDP, which, through its global, regional and country programmes, has provided meaningful support to national efforts with concrete activities. The fourth framework itself will provide direct capacity-building and technical support to at least 15 national governments, at their request, in developing South-South cooperation strategies with country-specific South-South and triangular initiatives aimed at maximizing the number of participating countries, especially least developed countries, landlocked developing states and small island developing states. Similar support will be provided to 15 United Nations country teams, especially UNDP global, regional and country teams, as well as to regional commissions, at their request, in integrating South-South and triangular approaches into their poverty reduction strategy papers, common country assessments and United Nations Development Assistance Frameworks, as well as into UNDP country programmes or specific projects, in support of national efforts. The Unit will work with up to five donor organizations, at their request, to develop suitable approaches to supporting specific demand-driven South-South initiatives through innovative triangular arrangements.

#### ***Focus area 2: Knowledge mobilization for mutual learning***

40. The main goal for this area will be to mobilize and share Southern expertise and Millennium Development Goals solutions for mutual learning. The performance of the fourth framework, in this area, will be measured by the extent to which its activities have indeed contributed to the achievement of the Goals, where committed partners are enabled to catalogue and exchange Southern expertise and solutions for development systematically and effectively, and to organize South-South demand and solution matching exercises at the country-specific, regional and/or interregional levels.

#### *Institutional results*

41. To achieve the above goal, a key institutional result will be the introduction, through the Virtual Development Academy of a 'South-South practices e-learning module' and a 'How-to' handbook, in 2008. Meanwhile, the Web of Information for Development will be transformed into an integrated, interactive 'South-South solutions gateway' with (a) an expanded roster of Southern experts with specific e-learning modules; (b) a uniform system and a methodology for codifying Southern solutions with modules and documentation for improving the flow of Southern solutions, and (c) a databank or inventory for easily storing and accessing Southern development solutions. The gateway will be closely linked with the growing 'centres of excellence' network of the Unit, covering the priority topics of democratic governance; nation-building and reconciliation, oil and gas management, including climate change; disaster risk management; creative economy for development; dialogue among civilizations; and 'growing' inclusive markets. It will also be functionally connected to the UNDP regional and thematic centres and knowledge networks, national 'community of practice' networks, including associations and networks of women entrepreneurs, as well as those of relevant United Nations organizations. Together, they form a mega-community of South-South practices in support of national priorities and programmes.

*Development results*

42. The above institutional results are expected to contribute towards a number of concrete development results. These will include an increase in the number and quality of Southern experts and Millennium Development Goals solutions generated, catalogued and made accessible through the solutions gateway; and an increased number of concrete instances of demand and solution matching initiated by developing countries and supported by relevant United Nations organizations and other partners, especially by the UNDP global, regional and country programmes. The framework itself will support up to 30 South-South focal points within national governments, UNDP and other United Nations organizations and interested partners. At the request of relevant partners, and with the requisite co-funding, they will create and manage their own rosters of Southern experts, bringing the number of rosters from current 40 to 70 by 2011. The focal points will be provided with the practical knowledge to identify, document, package and disseminate development solutions for achieving Millennium Development Goals for South-South sharing on the solutions gateway.

43. Another key development result in this area will be the practical matching of Southern demands with well-documented and scalable Southern Millennium Development Goals solutions, involving a large number of countries, especially the least developed countries, landlocked developing countries, and small island developing states. With the services offered by the solutions gateway, it is anticipated that an increased number of national governments, and committed United Nations partners, especially UNDP units and United Nations country teams, would be in a position to directly organize more bilateral, regional or theme-specific demand and solution matching, within their respective areas of competence and concentration, especially in poverty reduction, democratic governance, gender empowerment, crisis prevention and recovery, or the environment and sustainable development. In this case, the Unit may be able to provide technical support to assist up to nine such partners, at their request, in organizing demand and solution matching exercises. The Unit itself will organize an annual, global exercise in one of the above areas, in collaboration with UNDP practice groups and regional centres and other relevant United Nations organizations. For cost efficiency and optimal impact, that exercise will be organized as an integral component of the Global South Development Forum/Expo held in conjunction with the United Nations Day for South-South Cooperation.

***Focus area 3: Innovation for scaling up impact***

44. The main goal for this area will be scaling up the scope and impact of South-South and triangular cooperation in achieving the internationally agreed development goals, including the Millennium Development Goals, through innovative and creative partnerships, including triangular and public-private partnerships. The performance of the fourth framework will be measured by the extent to which its activities have contributed to the achievement of this broader goal, where an increasing number of United Nations organizations, especially UNDP, as well as national governments, the private sector and development-oriented civil society organizations, and other interested partners, are engaged in scaling up the impact of South-South development solutions, pro-poor business models and technologies, with the common aim of supporting national priorities and programmes.

*Institutional results*

45. To achieve the above goal, a key institutional result will be the consolidation of 'platform three' of the Special Unit, which was developed under the third framework. A key component of the platform is the 'South-South Global Assets and Technologies Exchange', which has two tracks, the technology exchange track and the development solutions exchange track. Another major institutional result will be the expansion of the current 35 multi-stakeholder national South-South cooperation focal points, supported by a number of private sector and civil society entities, to 70 by 2011. They will lead in

developing, showcasing and conducting country-led development solutions exchanges for building broad-based partnerships and maximizing impact, through the South-South global assets and technology exchange system and the above-mentioned Global South Development Forum/Expo. In support of these national capacity building efforts, the Unit will seek to strengthen the service capacities of its regional support units in Asia and Africa, and expand its presence and services in the Arab States region, the Latin American and the Caribbean region, and in Europe and the Commonwealth of Independent States.

#### *Development results*

46. The above institutional results are expected to contribute towards a number of concrete development results. These will be measured by the number of innovative and scalable South-South development solutions, pro-poor business models and technologies, including those identified by the UNDP 'growing inclusive markets' initiative, showcased and exchanged for the purpose of scaling up their development impact. To that end, the fourth framework will include demand-based capacity-building and technical support to approximately 50 national chambers of commerce, small-and-medium enterprise associations, civil society organizations and science and technology promotion centres, as well as to interested multilateral and bilateral donors. They will launch or conduct concrete solutions exchanges through the 'solutions gateway' or other innovative mechanisms, with the aim of scaling up successful pro-poor business models to create more jobs, in line with the UNDP private sector strategy; providing better access to social and financial services by disadvantaged communities and small and medium-sizes enterprises, –including women entrepreneurs, in line with the UNDP gender equality strategy; and promoting the development and transfer of appropriate knowledge and technologies to help the South address developmental challenges, including climate change, in achieving the Millennium Development Goals and other internationally agreed development goals.

47. The Unit will further consolidate its three service platforms and various country-driven networks of centres of excellence nurtured under the third framework in areas such as creative economy for development, oil and gas management, disaster risk management, New Rice for Africa, small and medium-sized enterprise development in Asia and Africa, and remittances, as well as RISE. In these efforts, priority will be placed on addressing transnational development challenges, and on balancing economic and social needs in the South as a whole. When these networks are optimally leveraged with those of relevant United Nations organizations, including global, regional and country-based networks of UNDP, more United Nations organizations, especially UNDP and United Nations country teams, programme countries, traditional donor countries, as well as private sector and development-oriented civil society entities, would be engaged in efforts to scale up the scope and impact of South-South cooperation in achieving internationally agreed development goals, including the Millennium Development Goals.

## **V. Programme management, monitoring and evaluation**

### *Programme management*

48. The activities initiated and implemented under the fourth cooperation framework are to be aligned with the strategic plan, 2008-2011, the Millennium Development Goals, and the emerging priority areas determined through consultations with Member States. Those activities will be determined using criteria to be developed in partnership between the Special Unit and UNDP.

49. The Special Unit will work with UNDP country offices, regional centres and headquarters to ensure full implementation of the framework. There will be a greater emphasis on partnerships with UNDP bureaux, country offices, regional partners,

United Nations system organizations, civil society, academia and the private sector to contribute to capacity development through peer learning, to strengthen results-based management, knowledge sharing and resource mobilization. Those partnerships, particularly public-private partnerships, will be subject to corporate social responsibility guidelines, as proposed by the Partnerships Bureau of UNDP.

#### ***Resource mobilization***

50. The Executive Board has allocated a total amount of \$13.5 million core resources for the implementation of the framework, 2009-2011. During the same period, the Special Unit aims to mobilize an additional \$15 million in other ('non-core') resources to supplement regular ('core') resources. Based on past experience, these supplemental resources are likely to come in the following forms: (a) general contributions to the United Nations Fund for South-South Cooperation; (b) special contributions to a particular initiative, such as the small grant facility of the Special Unit for the Asian tsunami; (c) third-party cost-sharing, such as through the Japan-UNDP partnership fund; (d) parallel financing; and (e) special fund management arrangements, such as the India-Brazil-South Africa fund for poverty and hunger alleviation.

51. As these innovative ways of financing continue to be encouraged, more deliberate and innovative efforts will be made by the Special Unit to mobilize additional resources into the United Nations Fund for South-South Cooperation. This, for example, will be done through the development of concrete, demand-driven and scalable South-South and triangular programmes for broad-based support by interested governments, the private sector and development foundations, including through the services of the 'South-South GATE'.

#### ***Monitoring, review and reporting***

52. The framework is intended to provide a basis for assessing the contributions of UNDP to national, regional and global South-South initiatives. The effectiveness of UNDP in implementing the present framework will be subject to mid-term and final reviews, which will then be presented to the Executive Board in the form of evaluations and reports. Further reporting to the Board on UNDP corporate results will be undertaken within the broader context of implementing its strategic plan, 2008-2011. Roughly 3 per cent of total regular resources will be apportioned for each of the mid-term and final evaluations of each platform. Additionally, the fact that the Special Unit reports directly to the Administrator reinforces the oversight and accountability mechanism so as to ensure that the initiatives of the framework remain responsive to national priorities as well as to common challenges.

## Annex. Results and resources framework for the fourth South-South cooperation framework, 2009-2011

<i>Platform one - Goal 1: Promotion of South-South cooperation as a viable strategy for the South to pursue inclusive globalization, and to achieve internationally agreed development goals (IADGs) including the Millennium Development Goals (MDGs)</i>				
	Global outcomes	Outputs to which SCF-IV contributes	SCF-IV output indicators	Resources (in dollars)
<b>Focus Area I: Policy development, research and advocacy</b>	<b>Institutional results</b>			
	Contributions of South-South cooperation (SSC) to inclusive globalization recognized and promoted on a global and United Nations (UN) system-wide basis	<ol style="list-style-type: none"> <li>1. Member States enabled to make informed decisions on issues and strategies relevant to SSC in bilateral, regional, intergovernmental (e.g., G-77) and multilateral processes including through effective servicing of the High-level Committee (HLC) on SSC.</li> <li>2. Enhanced effectiveness of UN system support, especially that of UNDP, to SSC for development.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provided Member States with evidenced-based analysis on new trends and concepts and opportunities for SSC, in collaboration with Southern centres of excellence, relevant UNDP units, other UN organizations and supporting partners, through the annual <i>South Report</i>; reports to the 16<sup>th</sup> and the 17<sup>th</sup> HLC; reports of the Secretary-General on the state of South-South cooperation to the 64<sup>th</sup> and 65<sup>th</sup> sessions of the GA; reports of the Administrator to the Executive Board; and inputs for the UN Conference on South-South Cooperation (2009) and follow-up activities of the G-77 South summits.</li> <li>2. Updated the 'new directions' strategy for SSC and the inter-organization guidelines on SSC for consideration by the HLC on SSC and other relevant intergovernmental bodies; and assisted UNDP in fulfilling its SSC commitments as specified in the strategic plan, 2008-11, and the management response, including the development of a corporate South-South strategy with a practice guidance note for each of its focused areas, in collaboration with other units.</li> <li>3. Effective support to the annual UN Day for SSC (19 December); the 16<sup>th</sup> and 17<sup>th</sup> HLC; the UN Conference on SSC (2009); and inter-organization SSC focal points meetings, in conjunction with the HLC.</li> <li>4. Prepared (in collaboration with the Bureau for Development Policy, the Executive Office and other UNDP bureaux and units) a corporate strategy on SSC that elaborates on specific roles, lines of accountability, and responsibilities for joint results.</li> </ol>	<p>4,050,000 (30% of regular)</p> <p>3,000,000 (20% of other)</p>
	<b>Development results</b>			
MDG-based South-South and triangular approaches mainstreamed in national development strategies and the operational activities of the UN development system.	<ol style="list-style-type: none"> <li>1. Number of developing countries integrated SSC in their MDG-based national development strategies.</li> <li>2. Number of sector-specific South-South and triangular initiatives supported by UN organizations, especially by UNDP global, regional and country programmes, and other development partners.</li> </ol>	<ol style="list-style-type: none"> <li>1. Capacity-building and technical support provided to at least 15 national governments, at their request, to introduce SSC in their MDG-based development strategies aimed to benefit a large number of developing countries, especially the least developed countries (LDCs), landlocked LDCs (LLDCs) and small island developing states (SIDS.)</li> <li>2. Prepared a corporate guidance note for UNCTs and assisted up to 15 UNCTs, UNDP global, regional and country teams, and regional commissions, at their request, to integrate South-South approaches in the design of PRSPs, CCAs, UNDAFs and or concrete projects/programmes.</li> <li>3. Assisted five traditional donor organizations, at their invitation, to help articulate and introduce innovative South-South-triangular arrangements in their MDG-based capacity-building initiatives.</li> </ol>		

<i>Platform two – Goal 2: Mobilization of South-South expertise and MDG solutions for mutual learning</i>				
	<b>Global outcomes</b>	<b>Outputs to which SCF-IV contributes</b>	<b>SCF-IV output indicators</b>	<b>Resources (in dollars)</b>
<b>Focus Area 2: Knowledge mobilization for mutual learning</b>	<b>Institutional results</b>			
	Systematic organization and promotion of South-South development expertise and MDG solutions for mutual learning.	1. Mechanisms, including a database/inventory that codifies South-South development expertise and solutions, in place to facilitate cross-regional policy dialogue and exchange of experience and knowledge in generating, cataloguing, disseminating and utilizing such expertise and solutions.	<ol style="list-style-type: none"> <li>1. A South-South practices e-learning module, along with a how-to handbook, introduced through the UNDP Virtual Development Academy in 2008, to enable all professionals interested in SSC to better understand the concept and practice of SSC.</li> <li>2. WIDE transformed into an interactive South-South development solutions gateway by 2009 to enable interested national focal points and other partners to document, package, store, disseminate and access development needs and solutions, using a common coding system, including an upgraded experts roster system.</li> <li>3. Methodologies for generating Southern experts rosters, packaging Southern solutions, and organizing MDG-focused South-South demand and solution matching (DSM) exercises developed in 2008 and rolled out in 2009.</li> </ol>	<p>4,725,000 (35% of regular)</p> <p>5,250,000 (35% of other)</p>
	<b>Development Results</b>			
	South-South development expertise and solutions contributed to meeting the needs of developing countries in meeting IADG/MDG targets.	<ol style="list-style-type: none"> <li>1. Number of Southern experts and MDG solutions and needs generated, catalogued and made accessible through the new Web of Information for Development (WIDE) gateway.</li> <li>2. Number of concrete MDG-focused South-South exchanges initiated by developing countries and supported by UN organizations, UNDP global, regional and country programmes, and triangular partners, with concrete results.</li> </ol>	<ol style="list-style-type: none"> <li>1. A mega-community of South-South practices established by 2009, linking to all the knowledge networks and centres of excellence of the Special Unit, and those of UNDP global and regional knowledge networks, other interested UN organizations and development partners.</li> <li>2. Capacity-building and technical support provided to 30 national SSC focal points and those of the UN system and UNDP, especially their country teams and other interested partners, to generate, catalogue, store and disseminate South-South development solutions and needs in their respective areas of competence, using the common coding system. The focal points will be supported to create country-specific or sector-based experts rosters for SSC, bringing the total number of rosters from 40 currently to 70 by 2011.</li> <li>3. Technical support provided up to nine national governments and UN country teams, at their request, in conducting South-South and triangular demand and solution matching exercises aimed to benefit a large number of developing countries, especially LDCs, LLDCs and SIDS.</li> </ol>	

<i>Platform three – Goal 3: Scaling up the impact of South-South cooperation on achieving the IADGs/MDGs</i>				
	<b>Global outcomes</b>	<b>Outputs to which SCF-IV contributes</b>	<b>SCF-IV output indicators</b>	<b>Resources</b>
<b>Focus Area 3: Innovation for Scaling Up Impact</b>	<b>Institutional results</b>			
	South-South and triangular partnerships, including public-private partnerships, contributing to inclusive growth and effectiveness through scaling up the South-South impact, reflected in national efforts to meet the MDGs/IADGs.	1. A dynamic South-South platform established for UN system-wide support to enable the private sector and civil society organizations to contribute to national priorities and programmes and to help scale up the South-South impact.	<ol style="list-style-type: none"> <li>1. The policy-supported, market-based and self-sustaining South-South Global Assets and Technology Exchange (SS-GATE) track 1 (technology exchange) made operational and accessible by 2008 and track 2 (development solutions exchange) by 2009.</li> <li>2. Capacity-building and technical support expanded to include 35 national governments, at their request, to establish multi-stakeholder SSC focal points to take full advantage of the Special Unit platforms to scale up their South-South and triangular initiatives, increasing from the current 35 to 70 by 2011.</li> <li>3. Special Unit regional support units expanded and strengthened from current two (Asia/Pacific and Africa) to five ( in Arab States, Latin America and the Caribbean, and the CIS and Eastern Europe regions) by 2011, to help national and UN country team focal points to scale up the scope and impact of SSC through mutual learning and innovation.</li> </ol>	<p>4,725,000 (35% of regular)</p> <p>6,000,000 (45% of other)</p>
	<b>Development results</b>			
	Policies, strategies and partnerships established to promote public-private sector collaboration and private-sector and market development that benefit the poor and ensure that low-income households and small enterprises have access to a broad range of financial and legal services.	1. Innovative and scalable South-South development solutions, pro-poor business models and technologies systematically showcased and exchanged to scale up their development impact.	<ol style="list-style-type: none"> <li>1. Up to 50 national chambers of commerce and industries, SME associations, including business women’s associations, science and technology promotion centres, and other public and private entities or foundations, directly benefited from the SS-GATE in launching or conducting concrete solutions exchanges, including pro-poor business and technology solutions, to create more jobs, provide better social services, and protect the environment.</li> <li>2. Network of centres of excellence nurtured under the SCF-III in creative economy, oil and gas management, disaster risk management, etc., further expanded and consolidated into sustainable drivers of innovation, partnership building and capacity development in SSC within their own countries and for other developing countries.</li> <li>3. Number of evidenced-based and innovative MDG solutions, including triangular solutions, showcased at the global South-South Development Forum/Expo, in conjunction with the UN Day on SSC and launched on SS-GATE for joint implementation to scale up their development impact on a South-South, East-South, triangular or public-private basis, benefiting a large number of developing countries, especially LDCs, LLDCs and SIDS.</li> <li>4. Compiled an inventory of SSC activities supported by UNDP, including qualitative and quantitative data on human and financial resources involved.</li> </ol>	