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SOUTH-SOUTH COOPERATION IN SUB-SAHARAN AFRICA:

STRATEGIES FOR UNDP ENGAGEMENT

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List of acronyms and abbreviations

ACCORD	African Centre for the Constructive Resolution of Disputes
AfDB	African Development Bank
AFRODAD	African Forum and Network on Debt and Development
ASI	African Solidarity Initiative
AU	African Union
CAP	Common African Position on the Post-2015 Development Agenda
CEN-SAD	Community of Sahel–Saharan States
COMESA	Common Market for Eastern and Southern Africa
CSO	civil society organization
DPSA	Department of Public Service and Administration
EAC	East African Community
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
IDB	Islamic Development Bank
IGAD	Intergovernmental Authority on Development
KGRTC	Kafue Gorge Regional Training Centre
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MOU	memorandum of understanding
NDB	New Development Bank
NEPAD	New Partnership for African Development
NeST	Network of Southern Think-Tanks
OECD-DAC	Organization for Economic Co-operation and Development Assistance
QCPR	Quadrennial Comprehensive Policy Review
REC	Regional Economic Commission
RISDP	Regional Indicative Strategic Development Plan
ROAR	Results Oriented Annual Reporting
SADC	Southern African Development Community
SADPA	South African Development Partnership Agency
SDG	Sustainable Development Goal
SESP	Social and Environmental Screening Procedure
SIPO	Strategic Indicative Plan
SSC/TrC	South-South and triangular cooperation
UMA	Arab Maghreb Union
UNDP	United Nations Development Programme
WANEP	West Africa Network for Peacebuilding

Contents

Foreword i

Acknowledgements iv

1.Introduction 1

1.1. Objective of the study *2*

1.2. Methodology *2*

2. Defining African development priorities 4

3. The landscape of South-South and triangular cooperation in sub-Saharan Africa 6

4. Enhancing bilateral, regional and multilateral support to South-South and triangular cooperation in sub-Saharan Africa 17

4.1. The potential for SSC/TrC in sub-Saharan Africa *17*

4.2. Challenges and opportunities for SSC/TrC in Africa *20*

5. Pathways to enhancing UNDP support for South-South and triangular cooperation in sub-Saharan Africa 23

5.1. Prioritization of objectives *23*

5.2. Recommendations for how UNDP can support SSC/TrC *24*

Foreword

South-South and Triangular cooperation (SSC/TrC) is playing a greater role than ever before in the development cooperation landscape, as acknowledged in the Sustainable Development Goals (SDGs) Agenda, the African Union Agenda 2063 and the Addis Ababa Action Plan (AAAA). The economic and political role of Southern powers is undergoing unprecedented transformation. This new and more inclusive form of global partnership, which complements North-South Cooperation, is a logical result of the growth in power and influence of many Southern countries. It is also urgently needed to ensure adequate balance and representation of Southern development priorities on the international stage.

In Africa, new actors are beginning to shape the development cooperation agenda. New types of partnerships and forms of cooperation are growing in importance, both in terms of the volume of resources being dedicated to these new approaches, and their geographical reach.

To date, however, there is only limited information available about the approaches which have been taken, and the results which have been achieved. Data about SSC/TrC in Africa has not been shared systematically, and we only have a vague and very incomplete idea of its scale, scope, results, and the lessons learned from existing experiences.

We are proud to present South-South Cooperation in Sub-Saharan Africa, which offers a comprehensive review of the SSC/TrC landscape in sub-Saharan Africa. This report is based on an extensive mapping of ongoing and completed SSC initiatives that took place between 2005-2015. It highlights the significant achievements that different aspects of South-South cooperation have made in advancing a number of strategic areas for sustainable development. A detailed review of first-hand accounts from project partners has enabled the detection of several concrete trends, challenges and areas that deserve particular attention if we are to leverage the full potential of SSC to contribute to development.

As countries integrate the SDGs into their domestic development priorities and plans, the value which SSC/TrC initiatives can potentially add to efforts intended to end poverty, achieve gender equality, and support sustained and inclusive economic growth seems to be widely underestimated. Similarly, the fact that many SSC/TrC initiatives have focused on the development of basic infrastructure and the productive sector shows the potential that Southern cooperation has to refocus attention on these crucial areas which seem to have lost importance for traditional aid providers. More can and should be done to leverage the full potential of partnerships in these areas. Challenges in the coordination of institutions, reporting frameworks, tracking mechanisms and monitoring and evaluation systems are some of the variables that need to be further strengthened to support all stakeholders to join their efforts and energies to make optimal use of SSC/TrC as a strategy to support the 2030 and 2063 Agendas.

Thanks to its extensive field presence, UNDP has supported many countries directly as a knowledge broker, partnership builder and strong advocate for political support to SSC/TrC. It is now time to scale up these exchanges in order to build stronger connections between governments, private sector actors, citizens and other institutions with a stake in development.

Alongside this report, a publicly accessible online portal (http://africa.southsouthworld.org/) provides a comprehensive platform for all stakeholders to showcase, share and consult information and data about South-South cooperation experiences in Africa. Around 700 experiences have already been compiled, with the aim of sharing lessons learned and supporting wider interaction between development actors seeking to implement South-South cooperation within their own activities.

The report argues that home-grown strategies – alongside the use and transformation of the rich array of African resources – can have an incredible impact when countries cooperate around cost-effective solutions which are best adapted to their own realities, and which have already been tested in similar contexts.

As we begin the journey towards implementation of the SDGs, this report illustrates the enormous potential of development partnerships between key stakeholders across Africa, and beyond. Through harnessing and supporting this potential effectively we can contribute to the acceleration of appropriate development across Africa, while also bringing about a profound transformation of the global development paradigm.

Mr. Lamin M. Manneh,
Director, UNDP Regional Service Centre for Africa (RSCA)

Acknowledgements

This mapping report was commissioned by UNDP and conducted by Ms. Amanda Lucey and Ms. Karin Vasquez as the consultant team. The project was led by Ms. Orria Goni, South-South and Effective Development Co-operation Specialist at the Regional Service Centre for Africa (RSCA) in Addis Ababa. The team would like to acknowledge the excellent work and express her gratitude to the team of consultants. The RSCA would also like to convey special thanks to representatives from governments, regional institutions and CSOs who responded to the mapping e-survey. The results of the mapping were presented and validated at a UNDP-NEPAD-AFRO-DAD-NeST Africa Chapter Regional Consultation meeting on 9 June 2016, where specific recommendations were provided. As such, the team would also like to convey its gratitude to the participants of the Regional Consultation meeting. Finally, we would like to express our gratitude to colleagues who have provided peer review for the report, including Nan Collins, Niels Knudsen, Emily Davis, Francois Ekoko and Pablo Basz.

1. Introduction

The rapid and sustained economic growth in many African countries over the last decade has enabled them to emerge as international development cooperation partners. Many have graduated from low- to middle-income countries[1] and have combined their economic strengths with their regional and international political activities and development cooperation interventions. In this way, they have assumed a greater role in the development arena through South-South and triangular cooperation (SSC/TrC), including through the sharing of successful experiences with other countries facing similar development challenges. Many of these countries are now institutionalizing their own development support as bilateral partners through the establishment of development agencies. For example, Nigeria has set up a Directorate of Technical Assistance, and South Africa plans to set up the South African Development Partnership Agency (SADPA).

At the same time, there has also been a push to look for regional solutions to consolidate African voices and resources, to enable greater impact and reach in development. The African Union (AU)'s Agenda 2063 clearly articulates a vision for developing the continent and emphasizes, "Mobilization of the people and their ownership of continental programmes at the core; the principle of self-reliance and Africa financing its own development; the importance of capable, inclusive and accountable states and institutions at all levels and in all spheres; the critical role of Regional Economic Communities as building blocks for continental unity; taking into account of the special challenges faced by both island and land-locked states; and holding ourselves and our governments and institutions accountable for results."[2] The Common African Position on the Post-2015 Development Agenda stresses the need for mutually beneficial partnerships in this regard. It calls for international support linked to national and regional priorities, and supporting low-income, landlocked, small island states and post-conflict countries.[3]

Recognizing their lack of capacity, the international community has increasingly sought to support these regional and sub-regional organizations. For example, the UN's Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities – the primary policy instrument of the General Assembly which defines the way the UN development system operates to support programme countries in their development efforts[4] – stresses the importance of SSC/TrC. It reiterates the need for the UN development system to mainstream and enhance support to SSC/TrC with the ownership and leadership of developing countries, through a system-wide approach.[5]

A growing number of middle-income countries worldwide, including Brazil, China, India and Turkey, are also taking a more proactive role in SSC/TrC in Africa. Development cooperation in the global South, in the form of concessional loans and grants, has grown rapidly in recent years, from $8.6 billion in 2006 to $19 billion in 2013.[6] There are now more South-South partners with dedicated development cooperation agencies engaging in more bilateral, trilateral, and multilateral initiatives across countries and regions. SSC/TrC modalities and instruments have also expanded from small-scale technical cooperation projects and *ad hoc* initiatives to longer-term development interventions intended to strengthen human capital, develop countries' institutional capacity and transfer technologies with high potential for local adaptation. Project finance for infrastructure development in productive sectors complement these SSC/TrC initiatives, which are taking place within an increasingly complex mosaic of governmental and nongovernmental actors, including private companies, academia and civil society organizations.[7]

1 For example, between 1960 and 2012 more than half of the low-income countries in sub-Saharan Africa graduated from low- to middle-income status. IMF, Strong Reforms Offer Countries Path to High-Income Status, 17 December 2014, http://www.imf.org/external/pubs/ft/survey/so/2014/car121614a.htm

2 African Union, Agenda 2063: The Africa We Want, April 2015 http://www.un.org/en/africa/osaa/pdf/au/agenda2063.pdf

3 African Union, Common African Position on the Post-2015 Development Agenda, 31 January 2014, http://www.uneca.org/sites/default/files/uploaded-documents/Macroeconomy/post2015/cap-post2015_en.pdf

4 United Nations, What is the Quadrennial Comprehensive Policy Review, https://www.un.org/ecosoc/en/content/what-quadrennial-comprehensive-policy-review-qcpr

5 United Nations, A/Res/71/243, http://undocs.org/A/RES/71/243

6 UN, Trends and Developments in International Development Cooperation, 15 May 2014, http://www.un.org/en/ecosoc/docs/adv2014/2014_dcf_sg_report_adv.pdf

7 Vazquez, K. 'What Future for South-South Cooperation?' background paper for the conference on International Development Cooperation: Trends and Emerging Opportunities – Perspectives of the New Actors, organized by UNDP and the Government of Turkey (Istanbul 19-20 June 2014).

In sub-Saharan Africa, information about SSC/TrC is generally patchy and incomplete and it is difficult to assess the scale and nature of on-going projects or processes. Projects are typically undertaken in an *ad hoc* manner, and face political, institutional and operational constraints resulting in sustainability challenges. Information about the different approaches taken, the results achieved and the lessons learned from SSC/TrC initiatives is generally difficult to access, and not being shared systematically. This paper charts a path for UNDP's future engagement on SSC/TrC in sub-Saharan Africa. In order to ensure that its approach remains relevant in a fast-changing environment, UNDP needs to re-evaluate the changing priorities and capacities of governments, sub-regional and regional organizations on a continual basis.

1.1. Objective of the study

Against this backdrop, this study has mapped the SSC/TrC landscape in sub-Saharan Africa, and identified opportunities for UNDP to enhance its support for SSC/TrC in the region. Its specific objectives were:

- To systematize the scarce and previously unconsolidated information on SSC/TrC in sub-Saharan Africa;
- To understand the past and present SSC/TrC landscape in sub-Saharan Africa (e.g. sectors/thematic areas, players, approaches, modalities/services, and bottlenecks) and to understand sub-Saharan Africa's future priorities for SSC/TrC;
- To understand UNDP's current support to SSC/TrC in sub-Saharan Africa and to review opportunities to enhance this support, in line with SSC/TrC global strategy and country partnership strategies; and
- To develop a roadmap for UNDP's SSC/TrC future engagement in sub-Saharan Africa through concrete recommendations on how to:
  - **i.** Increase the scale and effectiveness of UNDP's support to SSC/TrC;
  - **ii.** Deepen cooperation with emerging partners on shared development priorities in the region.

1.2. Methodology

For the purposes of this study, SSC/TRC is defined as "a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions". Triangular cooperation is defined as a Southern-driven partnership between two or more developing countries which is supported by another developing country or countries, a developed country or countries or a multilateral organization(s), to implement development cooperation programmes and projects.[8]

In this study SSC/TrC includes technical cooperation, financial or in-kind donations and concessional loans between developing countries, aimed at tackling development problems.[9] This study focuses on one specific form of SSC/TrC, namely technical cooperation between sub-Saharan African countries.

The study builds on the findings and conclusions of a previous mapping exercise conducted by UNDP in 2014, which focused on UNDP's SSC/TrC engagements at country, regional and global levels. In contrast to this previous mapping exercise, this new research is focused on regional, sub-regional, and bilateral engagements for SSC/TrC relating only to sub-Saharan Africa.

The mapping exercise attempted to obtain information about ongoing and completed SSC/TrC projects which took place between 2005-2015. The information requested included data on partners, roles, modalities, terri-

8 United Nations, 'Framework of Operational Guidelines on United Nations Support to South-South and Triangular Cooperation', High-level Committee on South-South Cooperation, New York, 2012 (SSC/17/3).

9 To date there is no consensus among actors engaged in South-South cooperation on its conceptual and operational definitions.

torial focus, thematic focus, the name of the initiative, its objectives, timeframe, type of financing and size of portfolio, management cycle, results, bottlenecks, and lessons learned. The project team compiled a database of over 750 SSC/TrC projects, with the intention that this should be shared via a public database/knowledge platform (see the report recommendations for further details).

The project team also conducted a literature review of official and non-official documents, studies, research papers and databases. The review included official documents on African frameworks and positions; the UNDP draft strategy for SSC/TrC 2015; Results-Oriented Annual Reports from UNDP offices in sub-Saharan Africa; and the UNDP 2015 draft partnership strategy in Africa. The research team developed and conducted an e-survey[10] between January-February 2016. The survey generated 146 responses from 32 sub-Saharan African countries in total. The respondents included ministries, government agencies, and other public institutions in charge of South-South cooperation (37 percent); international organizations (28 percent); civil society organizations (23 percent); research institutions (two percent); private sector entities (one percent); and other organizations (nine percent).[11] Of the participating organizations, 57 percent were from French-speaking African countries, 32 percent from English-speaking African countries and 12 percent from Portuguese-speaking African countries.

The mapping provides an illustrative, but not exhaustive, list of SSC/TrC initiatives in sub-Saharan African countries. This report provides an initial basis for the mapping of SSC/TrC initiatives in Africa which can be expanded as new information arises. Limitations to the methodology and the extent of the survey responses mean that the results should be interpreted with care.[12] In particular, under-reporting from some bodies means that the findings may not reflect the full extent of SSC/TrC in all regions of Africa. Nevertheless, some overall patterns can be observed and these are described in the following sections.

The results of the mapping were shared at a UNDP-NEPAD-AFRODAD-NeST Africa Chapter Regional Consultation meeting on 9 June 2016. In that meeting, this report's recommendations for a mapping of SSC at the national level, for sharing of the results of the mapping of SSC in Africa via a public database or knowledge platform, and other measures were further outlined and discussed. Concrete recommendations were put forward for the Second High-Level Meeting of the Global Partnership for Effective Development Cooperation, held from 28 November to 1 December 2016. (See the recommendations section of this report for further details.)

10 The UNDP e-survey questions are included in Annex 2.

11 The list of respondents is included in Annex 3.

12 The African Union did not submit a response to the survey. In particular, the AU Post-Conflict Reconstruction Unit, which is most concerned with SSC/TrC through the African Solidarity Initiative (ASI), did not respond due to a staffing change. Responses were only obtained from five Regional Economic Communities (RECs) (EAC, ECOWAS, IGAD, CEN-SAD and COMESA), and in some cases information was patchy. The survey could also have benefited from more direct responses from national government counterparts, rather than from UNDP country offices, and more responses from international financial institutions (these represented less than one percent of respondents to the survey). In some cases, the specific project information required from the survey was incomplete or missing, and results must therefore be interpreted carefully. The exercise should be further complemented with a mapping of SSC at the national level, as recommended by the consultation meeting held in Addis Ababa on 8-9 June 2016. This is further detailed in the final section of this report.

2. Defining African development priorities

For UNDP to become a true partner which supports SSC/TrC and ensures national and regional ownership of its efforts in this respect, it needs to embrace African priorities as expressed in both regional and country levels. When assessing the opportunities for SSC/TrC in the region, UNDP must also consider the views of governments and inter-governmental organizations, as well as non-state actors such as civil society organizations, academia and the private sector.

Arne Hoel, World Bank

Two important documents set out Africa's vision and priorities for the future: the African Union (AU)'s *Agenda 2063* and the *Common African Position on the Post-2015 Development Agenda* (CAP). These are the most reflective and comprehensive documents describing Africa's development agenda, and have been agreed upon by all African states. Agenda 2063 was the result of extensive consultations with a variety of stakeholders, including civil society and the private sector. Agenda 2063 sets out seven aspirations for Africa, including the need for inclusive and sustainable growth (including social and economic transformation, health, agriculture and education driven by science, technology and innovation); a peaceful and secure Africa (with mechanisms to promote and defend the continent's interests); and an Africa whose development is people-driven.[13]

13 African Union, Agenda 2063: The Africa We Want, April 2015 http://www.un.org/en/africa/osaa/pdf/au/agenda2063.pdf

Africa's ambitions for its own development are further set out in the CAP, which notes that despite advances in some areas of MDG implementation, challenges remain in areas such as education, health and access to basic services.[14] The CAP divides Africa's priorities into six pillars (see Annex 1). These priority areas include structural economic transformation (with a particular focus on agriculture); science, technology and innovation; people-centered development (with a focus on education); environmental sustainability; natural resources management and disaster risk management; and peace and security. In relation to SSC/TrC the CAP commits to the "strengthening of technical and scientific cooperation, including North-South, South-South and triangular cooperation. We reiterate the importance of human resources development, including training, the exchange of experiences and expertise, knowledge transfer and technical assistance for capacity-building, all of which require strengthening institutional capacity, which includes planning, management and monitoring."[15]

Regional Economic Commissions (RECs) have also specified some priority areas of focus at the regional level. The African Union (AU) recognizes eight RECs: the Arab Maghreb Union (UMA), the Common Market for Eastern and Southern Africa (COMESA), the Community of Sahel–Saharan States (CEN–SAD), the East African Community (EAC), the Economic Community of Central African States (ECCAS), the Economic Community of West African States (ECOWAS), the Intergovernmental Authority on Development (IGAD), and the Southern African Development Community (SADC).[16] Since this study has only been concerned with sub-Saharan Africa, the UMA priorities are not reviewed here.

Noting challenges in areas such as education, health and nutrition, water and sanitation as well as ecological and environmental challenges, ECOWAS places regional resource development, peace and security, governance, economic and monetary integration, and private sector growth at the forefront of its 2020 strategy.[17] For ECCAS, on the other hand, priority areas are peace and security, regional integration, infrastructure (including energy, water and IT), agriculture, environment and rural development.[18] In March 2016, IGAD validated its five year sectoral plans, which focus on agriculture, natural resources and environment; regional cooperation and integration; peace and security; and social development.[19]

SADC has developed two main strategies as guiding frameworks for economic and social policies: the Regional Indicative Strategic Development Plan (RISDP) and the Strategic Indicative Plan for the Organ

(SIPO). SADC's development cooperation and collaboration with bilateral and multilateral partners is aimed at implementing these strategies. It is guided by the "Windhoek Declaration on a New Partnership between the Southern African Development Community and the International Cooperating Partners" (2006) which is based on the five Paris Principles of Aid Effectiveness. In particular, the RISDP outlines priority intervention areas including poverty eradication; combating the HIV and AIDS pandemic; gender equality and development; science and technology; ICT; environment and sustainable development; private sector; sustainable food security; and human and social development. SIPO deals specifically with peace and security issues including politics, defence, State security; public security and the police.

CEN-SAD has the aims of enhancing political, cultural, economic and social integration.[20] Priority areas for its work include terrorism, organized crime, security, food self-sufficiency, infrastructure, connectivity and trade.[21] COMESA retains a focus on economic integration, and views the following sectors as particularly important: trade, customs and monetary affairs, transport, communication and information, technology, industry and energy, gender, agriculture, environment and natural resources.[22]

14 African Union, Common African Position on the Post-2015 agenda, http://www.uneca.org/sites/default/files/uploaded-documents/Macroeconomy/post2015/cap-post2015_en.pdf
15 Ibid., p. 20.
16 African Union, Regional Economic Communities (RECs), http://www.au.int/en/organs/recs
17 ECOWAS, ECOWAS Vision 2020, http://www.ecowas.int/wp-content/uploads/2015/01/ECOWAS-VISION-2020.pdf, p.8.
18 Commission des Forêts d'Afrique Central, Domaines d'intervention de la CEEAC, http://comifac.org/en/content/domaines-dintervention-de-la-ceeac
19 IGAD, 'IGAD Member States Validate Sectorial Strategies for the Next Five Years', 17 March 2016, http://igad.int/index.php?option=com_content&view=article&id=1299:igad-member-states-validate-sectorial-strategies-for-the-next-five-years&catid=1:latest-news&Itemid=150
20 African Union, CEN-SAD, http://au.int/en/recs/censad
21 Morocco Tomorrow, 'Security, Development the Top Priorities of Sahel-Saharan States – Communique', http://www.moroccotomorrow.org/security-development-the-top-priorities-of-sahel-saharan-states-communique/
22 COMESA, 'Vision and Mission', http://www.comesa.int/comesa-vision-and-mission/

3. The Landscape of South-South and Triangular Cooperation in Sub-Saharan Africa

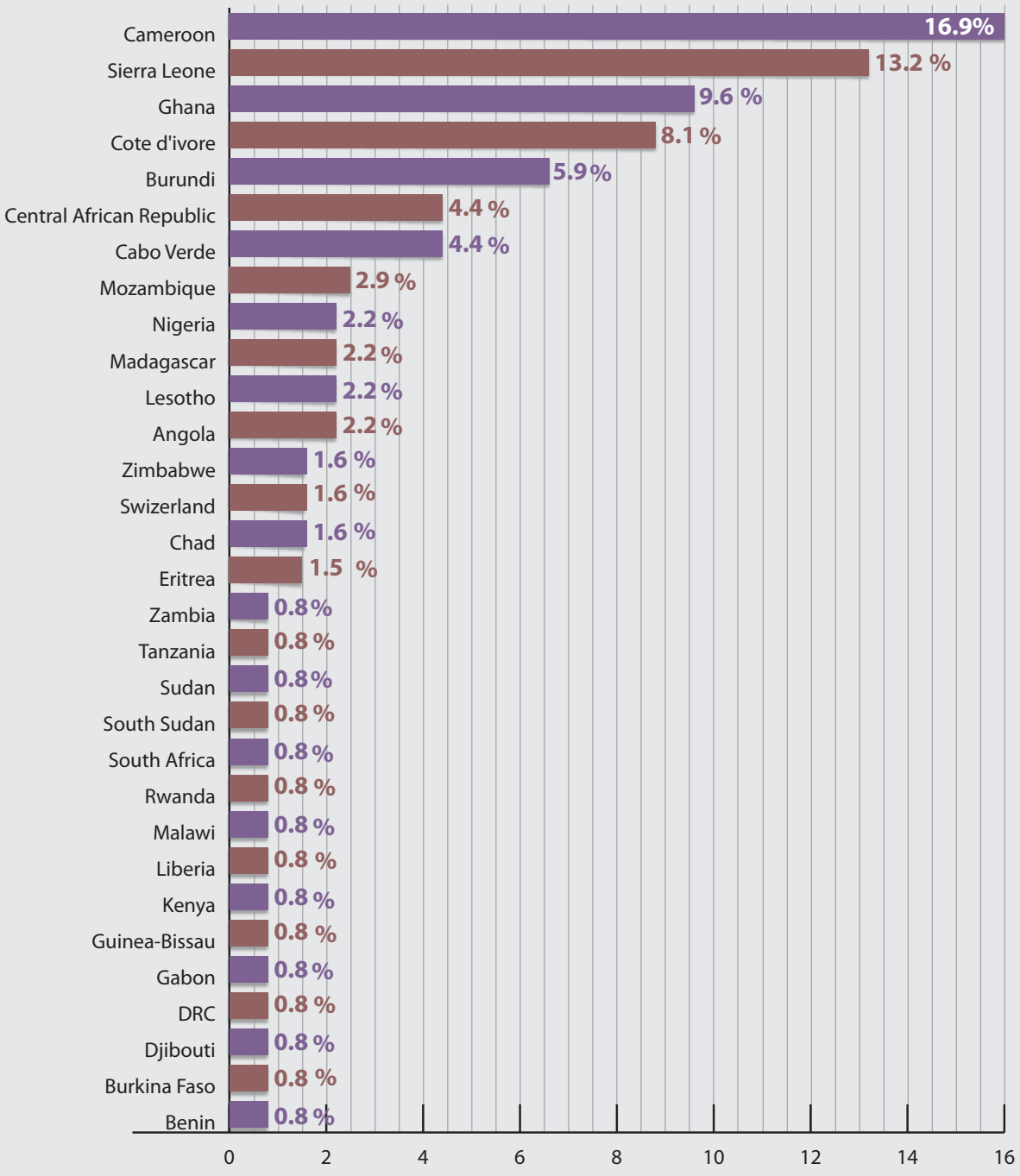
This section examines the main actors, areas of engagement and modalities that characterize current South-South and Triangular Cooperation efforts in Sub-Saharan Africa. Figure 1 shows the extent to which institutions from different sub-Saharan African countries responded to the survey. Organizations from some countries responded more actively to the survey than others, as a result of which some countries are more strongly represented in the results. Countries with larger numbers of respondents included Cameroon (accounting for 16.9 percent of all the responses), Sierra Leone (13.2 percent) and Ghana (9.6 percent). West Africa is therefore better represented in the findings than other regions.

The e-survey found that inter-governmental organizations (such as regional economic communities, multilateral development banks and development organizations), governments and non-governmental organizations are the main types of organizations engaging in SSC/TrC in sub-Saharan Africa (Figure 2).[23] Government organizations include sectoral ministries, national commissions, embassies and development agencies in charge of identifying, negotiating, and/or implementing SSC/TrC initiatives in their respective countries. Intergovernmental organizations included UN agencies and programmes (UNDP and UN Women), international financial institutions (Islamic Development Bank) and RECs such as EAC and IGAD. The NGOs surveyed included organizations with national, regional and international outreach such as the Movement Opposed to Violence and Exclusion in Sierra Leone, the West Africa Network for Peacebuilding (WANEP), and Oxfam.

Neil Palmer, UNDP

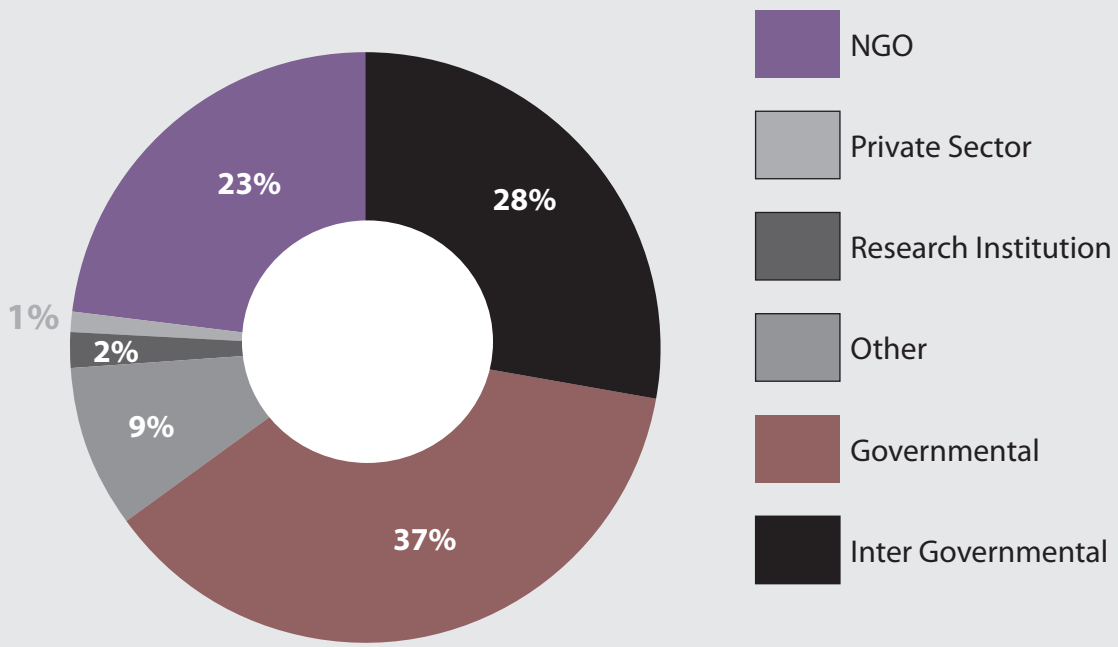
23 These figures may be skewed by the large proportion of responses from UNDP offices (35 responses in total).

Figure 1: Participation in the UNDP e-survey on SSC/TrC, by country



Source: UNDP e-survey

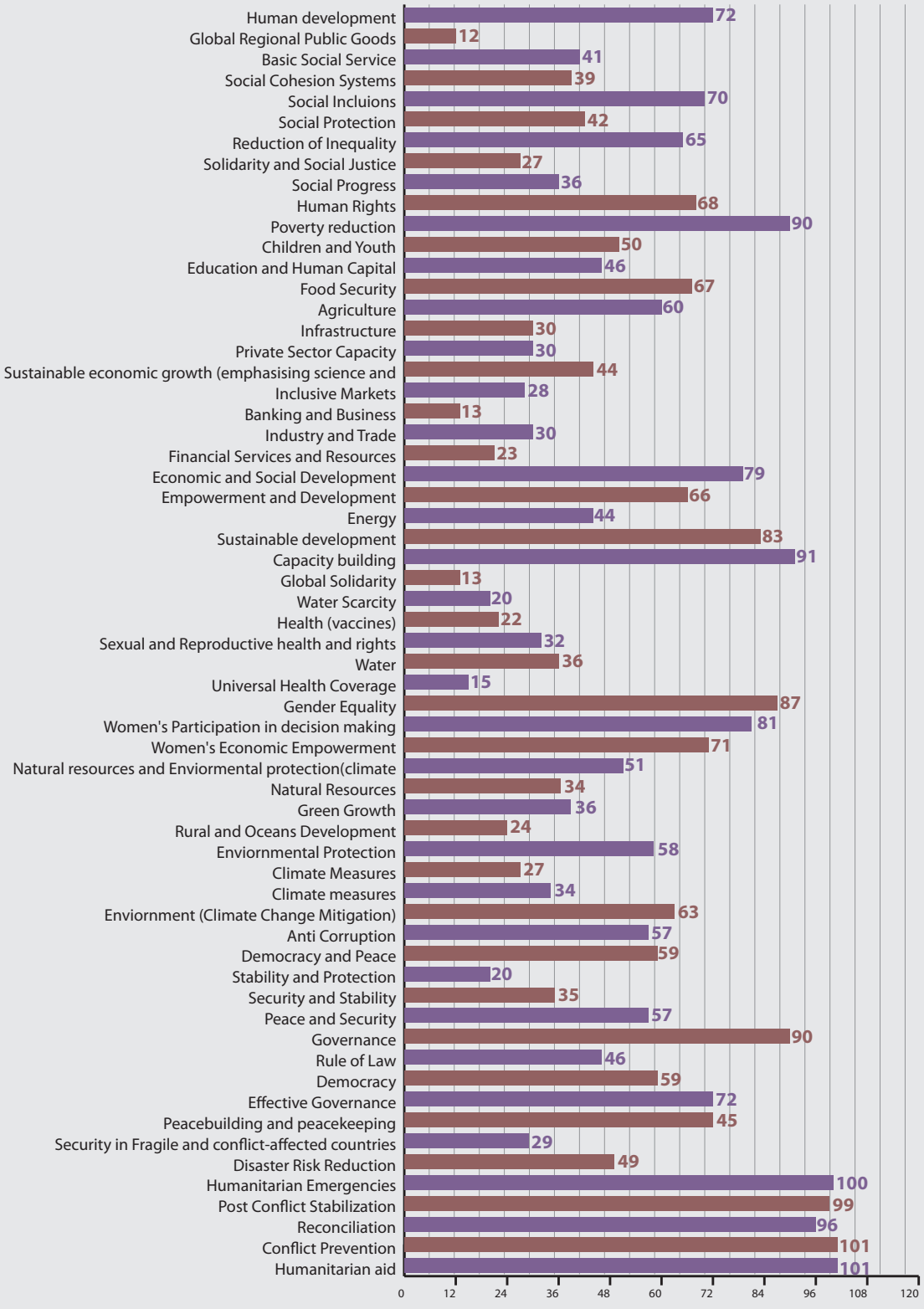
Figure 2: Types of organization engaging in SSC/TrC in Africa



Source: UNDP e-survey

The organizations which responded in the e-survey reported that they participated in SSC/TrC initiatives in three main areas: economic and social development (e.g. poverty reduction, human development, social inclusion); **governance** (e.g. human rights, anti-corruption, capacity building); **and peace and security** (e.g. humanitarian emergencies, humanitarian aid, post-conflict stabilization, reconciliation) (Figure 3). These areas are in line with the regional development priorities as expressed by regional bodies and set out in Section 1 above, including structural economic transformation, people-centered development (with a focus on education), and peace and security.

Figure 3: Principal areas of focus of SSC/TrC activities in Africa



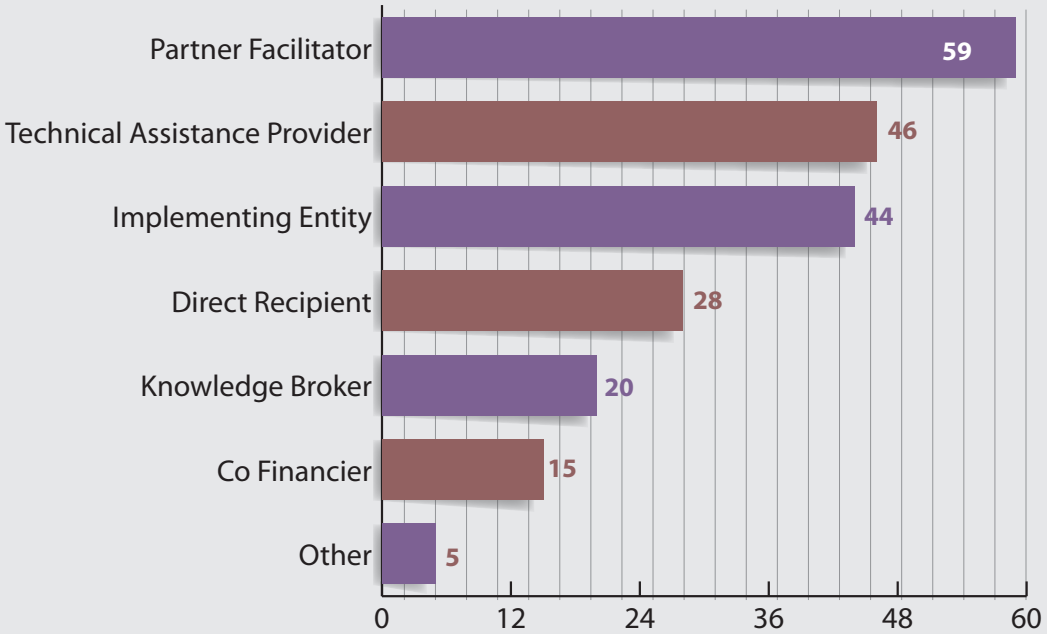
Source: UNDP e-survey

The organizations responding to the survey also reported that they had played different roles in SSC/TrC initiatives, including facilitating partnership; providing technical assistance; and being the main implementing entity (Figure 4)**.** These roles are reflected in the approaches that these organizations have historically used to deliver SSC/TrC initiatives, as well as some of the challenges they face mainly on funding and effective learning. According to the e-survey, **SSC/TrC in sub-Saharan Africa is mainly delivered via capacity building initiatives. Workshops, training, secondment of civil servants, study tours, technology needs assessments, road maps and action plans are some of the main instruments used.**

While such exchanges do still take place on a more informal and *ad hoc* basis, **support for SSC/TrC is beginning to prioritize more structured capacity building initiatives**. Delivery modalities and instruments that secure regular funding, create relationships, transfer knowledge and develop capacities beyond the project life-span (e.g. trust funds, train the trainer programmes, joint research activities, and knowledge and technology networks and platforms) are beginning to gain traction.[24] A common starting point for more structured initiatives is through the use of Memoranda of Understanding (MOUs) or partnership agreements. These documents define the broad areas of cooperation and set the direction for the joint design of initiatives to address specific development challenges.

Examples of more structured initiatives include the African Transitional Justice Research Network;[25] exchanges between young people from Ghana, Chad and Zambia which resulted in the creation of a platform for the exchange of country-level experiences of the MDGs and enabled interrogation of the Post-2015 SDG agenda from a youth perspective;[26] the Economic Community of West African States (ECOWAS) capacity building and peace exchange programmes;[27] and the East African Community (EAC) Partnership Fund to complement member states' contributions to regional integration.[28]

Figure 4: The principal roles adopted by survey respondents in SSC/TrC initiatives



Source: UNDP e-survey

24 Based on responses from 146 ministries, government agencies, and other public institutions in charge of South-South cooperation, research institutes, private sector entities and civil society organizations to an e-survey conducted between January-February 2016.

25 The ATJRN seeks to promote and encourage transitional justice research in Africa through the development of research capacity, the building of transitional justice content knowledge, and the creation of spaces for practitioners and researchers in Africa to share experiences, expertise, and lessons learned. The goal is to ensure that the transitional justice agenda in Africa is locally informed and owned. Source: UNDP e-survey.

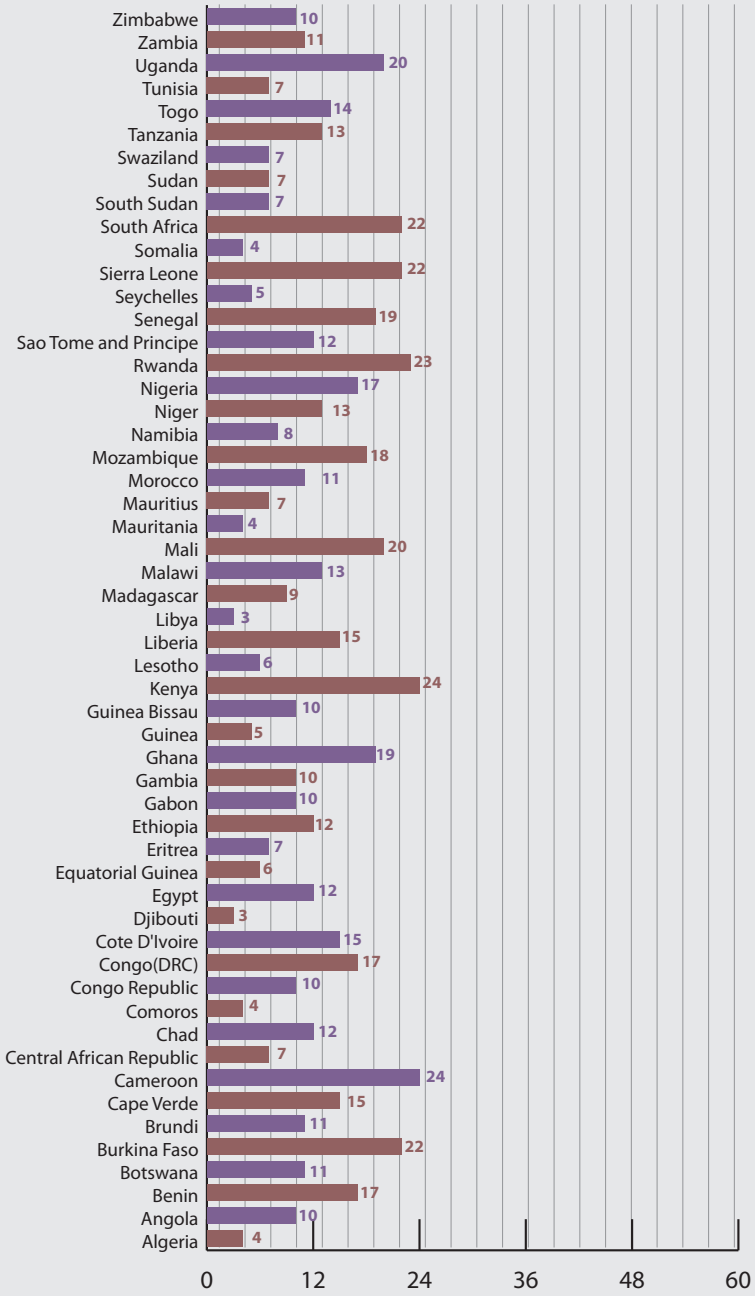
26 Source: UNDP e-survey.

27 Source: UNDP e-survey.

28 Source: UNDP e-survey.

According to the e-survey, **nearly all sub-Saharan African countries have experience in SSC/TrC, with Burkina Faso, Cameroon, Kenya, Mali, Rwanda, Sierra Leone, South Africa, and Uganda among the top countries engaged in such initiatives.** These and other countries in the region have benefited from more than 780 bilateral, regional and multilateral technical cooperation projects between 2005 and 2015.[29]

Figure 5: The major destinations for SSC/TrC within sub-Saharan Africa



Source: UNDP e-survey

29 Since the survey has not captured all SSC/TrC initiatives taking place in sub-Saharan Africa, the real number is likely to be considerably higher.

Least developed and low-income countries are among the most frequent and long-term beneficiaries of SSC/TrC initiatives. According to the e-survey, these countries tend to see SSC/TrC as a more cost-effective option compared with traditional cooperation. Reasons given for this are, firstly, that SSC/TRC focuses on the solution to complex problems based on previously tested experiences. Secondly, technologies used by developing countries are in many cases an adapted, cheaper version of the technologies available in more developed countries. These technologies may also be more locally appropriate, given the similar climatic conditions and geographical and cultural proximity shared by some developing countries. Hence, it may be easier to adapt technologies used in developing countries to other similar contexts.

More than 90 percent of the organizations that participated in the e-survey reported that the experience of engaging in SSC/TrC activities enabled them to engage in other aspects of intra-Africa cooperation. Furthermore, some sub-Saharan African countries have also stepped up their development cooperation. For example, South Africa is in the process of setting up the South African Development Partnership Agency (SADPA) to coordinate its outgoing development assistance. SADPA is expected to take over from the African Renaissance Fund (ARF), which is currently still operational. ARF releases annual reports of its outgoing development assistance. These reports indicate that South Africa contributed to Election Observer Missions in Swaziland, Mali, Madagascar and Madagascar in 2013. It also conducted diplomatic trainings, assisted its Department of Public Service and Administration (DPSA) in contributing to a Public Census Project for the Democratic Republic of Congo (DRC) and contributed financially to a rice and vegetable production project in the Republic of Guinea.[30] Other government departments in South Africa are also involved in development cooperation, however information about these activities is not readily available. In Madagascar, the government has also begun a programme of annual development cooperation which includes a specific focus on SSC/TrC.[31] The Nigerian government has a Directorate of Technical Cooperation – with a fund for a number of different projects – and also has a Directorate for its Technical Aid Corps. In Ethiopia, a variety of government institutions are involved in regional cooperation schemes with other countries in East Africa and more broadly. In Uganda, the Ministry of Foreign Affairs deals with development cooperation, while in Rwanda the unit that coordinates SSC/TrC exchanges is located within the Ministry of Finance and Economic Planning.

Regional and sub-regional SSC/TrC initiatives (involving more than two African countries and addressing common development challenges) were less frequently observed than bilateral cooperation between sub-Saharan African countries and with developing countries outside Africa, such as the BRIC countries.[32] There was a relatively low response to the e-survey from RECs compared with other intergovernmental organizations, which may have led to some under-reporting of regional or sub-regional initiatives. In addition, the lack of a universal definition for SSC/TrC further contributes to the relatively low visibility of SSC/TrC initiatives: SSC/TrC partners in many cases do not classify their engagements as such. This means that coordination at a regional level on SSC/TrC becomes more difficult as countries may not understand similarities between their own work and that of the region. However, responses from the RECs did demonstrate some good examples of SSC/TrC at a regional level. For example, IGAD carried out a civilian capacities initiative in South Sudan, while ECOWAS has involved civil society in its early warning systems. It is important to note that the different RECs in Africa are not all progressing at the same pace of development. They have different institutional capacities, different legal frameworks and governance structures, varying financial constraints and sometimes different areas of focus.[33]

Triangular Cooperation is increasing in Africa. Over the last two years, triangular cooperation has occupied an increasingly prominent place on global development agendas and in policy documents such as the

30 Department of International Relations and Cooperation, ARF Annual Report 2014-2015, http://www.dirco.gov.za/department/annual_report_2014_2015/annual_report_body2014_2015.pdf

31 See for example Government of Madagascar, Madagascar Development Cooperation Report, www.stpca-primature.gov.mg/data/DCR_2013.pdf

32 As explained in the methodology, the study addresses SSC/TrC with a focus on technical cooperation. As such, it is worth noting that there are a number of regional infrastructure projects, which were not the focus of the study.

33 DFA, "The Role of the Regional Economic Communities (RECs) as the Building Blocks of the African Union", http://www.dirco.gov.za/docs/2003/au0815.htm

Bogotá Statement on Effective and Inclusive Development Partnerships[34] and the 2014 UN Secretary General Report on Trends and Progress on Development Cooperation.[35]

These triangular cooperation arrangements have traditionally taken the form of a partnership between an Organization for Economic Co-operation and Development Assistance (OECD-DAC) donor or a multilateral agency (e.g. United Nations Development Programme); a "pivotal"[36] country (e.g. Brazil, Thailand or South Africa); and a third "partner"[37] country (e.g. Ghana, Laos or Mozambique).

Roughly two thirds of OECD-DAC donors are currently engaged in triangular cooperation in Africa, including Japan, Germany, Spain and Canada. Multilateral development banks are also engaged in these activities including the African Development Bank (AfDB) and the Islamic Development Bank (IDB).[38] One example is China-Ghana-Zambia cooperation in renewable energy, which receives financial support from Denmark. The intervention supports the transfer of Chinese know-how, experiences and technologies for renewable energy (mini-hydro and solar). The University of Zambia and Kafue Gorge Regional Training Centre (KGRTC) have been identified as demonstration centres for promoting renewable energies. The KGRTC has been identified as a regional hub that will serve as a training centre and hub for transfer of technologies to other countries.

Triangular cooperation also includes forms known as "South-South-South cooperation" in which a Southern-driven initiative that might include an element of SSC is supported by a third developing country. Emerging partners participating in this form of triangular cooperation can be found in Africa (Egypt, Kenya, Morocco, South Africa, Tunisia), Asia (China, India, Malaysia, the Philippines, Singapore, Sri Lanka, Thailand, Vietnam) and Latin America (Argentina, Brazil, Chile, Colombia, Mexico).[39]

In 2015, the OECD Development Co-operation Directorate conducted a survey to map TrC initiatives from all over the world. The resulting report was titled "Dispelling the Myths of Triangular Co-operation".[40] In relation to Africa, the survey concluded that South Africa conducted the most TrC initiatives (between 30-40). Next was Mozambique with 5-10 initiatives, reflecting Brazil's involvement in TrC and long-term interest in working with other lusophone developing countries. The results also indicated that TrC projects were being implemented across all sectors, including agriculture, health, government and civil society.

The report underlined that as part of these TrC initiatives, South Africa is an example of a country conducting good evaluations of all its TrC projects. Development partners and the participating South African departments in the various projects provided inputs to the evaluation process. Evaluations were being done jointly with the partners and the government for certain projects and programmes.

Developing countries outside sub-Saharan Africa have been engaging in the region more actively. The growing relationship between Africa and other Southern partners has great potential to support the development of productive capacity and contribute to the achievement of sustained growth and poverty reduction in the region. However, this potential can only be realized to the extent that African countries are more proactive in the process and are able to use the leverage they have with Southern partners to persuade them to strike a balance between their commercial or strategic interests and the region's development needs.[41]

China is the largest supplier of flows to Africa among SSC partners. Estimates indicate that China's foreign aid represented about 76 percent of total commitments from SSC partners over the period 2003-12, followed by India and Kuwait, which each represent six percent of commitments. Saudi Arabia, the United Arab Emirates, Turkey and Brazil together account for five percent of total commitments.[42] However, comparing data

34 UN, Towards Effective and Inclusive Development Partnerships, 25 March 2010, http://www.un.org/en/ecosoc/newfunct/pdf/bogota-statement-final.pdf
35 UN, Trends and Development in International Development Cooperation, 15 May 2014, http://www.un.org/en/ecosoc/docs/adv2014/2014_dcf_sg_report_adv.pdf
36 A "pivotal" country is defined as a country that has a crucial role to play in surrounding countries and internationally.
37 A "partner" country is a country that has requested and would benefit from development cooperation.
38 World Bank, Special Report, http://siteresources.worldbank.org/WBI/Resources/213798-1286217829056/ashoff.pdf
39 World Bank, Special Report, http://siteresources.worldbank.org/WBI/Resources/213798-1286217829056/ashoff.pdf
40 http://www.oecd.org/dac/dac-global-relations/OECD_Triangular_co-operation_survey_report_2016.pdf
41 ECOSOC TD/B/57/2 http://unctad.org/en/Docs/tdb57d2_en.pdf
42 https://ec.europa.eu/europeaid/sites/devco/files/com-411-africa-final_highlights_11052015_en.pdf

on these countries' cooperation in a meaningful way is difficult, chiefly because of limited public information. The unique contribution that SSC can make is the exchange of countries' own development experience. This is often underestimated when using purely quantitative assessments of financial flows, and depending on differences in definitions and modalities used.[43]

The focus of Southern support on the infrastructure and production sectors is taking place at a time when the share of these sectors in OECD-DAC aid is declining. However, so far, the emphasis has been on national rather than regional infrastructure. African countries should encourage Southern partners to extend the scope of their infrastructure finance to the regional level as an important channel to reduce transaction costs, link national markets and boost intra-African trade and investment. They could further encourage the coordination of these investments with technical cooperation and other modalities to leverage the development gains of SSC. One avenue for bridging this gap could be through the "One Belt One Road Initiative", among others.[44]

Table 1: Sectoral focus of Southern official aid flows

Countries	Focus
Turkey	Education, health and water
Arab Countries(Kuwait, Saudi Arabia and the United Arab Emirates)	Transportation and telecommunication energy, agriculture, industry and water
China	Infrastructure, agriculture, industry, health and education
India	Agriculture, infrastructure and energy, information and communications technology, small and medium-sized enterprises, human resources and institutional capacity development
Brazil	Agriculture, livestock, environment,energy,health, education, culture, urban development, professional training and information technology

Source: UNCTAD

In addition to bilateral engagements through technical cooperation initiatives, growing focus is being placed on intra-regional and multilateral structures as well as market-based delivery and financing modalities.[45] The New Development Bank (NDB), formerly referred to as the BRICS Development Bank, is expected to become an important vehicle for financing SSC/TrC in Africa. NDB is a multilateral development bank which was established by Brazil, China, India, Russia and South Africa to mobilize resources for infrastructure and sustainable development projects in BRICS and other developing countries.[46] According to the bank's Articles of Agreement, "the Bank shall support public or private projects through loans, guarantees, equity participation and other financial instruments". Moreover, the NDB "shall cooperate with international organizations and other financial entities, and provide technical assistance for projects to be supported by the Bank".

While SSC/TrC in Africa has predominantly been a government-government initiative, there have been some examples of civil society engagement in South-South cooperation. For example, the African Centre for the Constructive Resolution of Disputes (ACCORD), which is based in South Africa, has worked in a number

43 South-South cooperation must be measured with caution because the types of flows accounted for (and by) each South-South cooperation partner vary widely.

44 The Silk Road Economic Belt and the 21st-century Maritime Silk Road Initiative, also known as "One Belt, One Road" (OBOR), is a development strategy and framework that focuses on connectivity and cooperation among countries, primarily between China, Eurasia, Oceania and Africa. It consists of two main components, the land-based "Silk Road Economic Belt" (SREB) and the oceangoing "Maritime Silk Road" (MSR).

45 VAZQUEZ, Karin, MAO Xiaojing and YAO Shuai (forthcoming) "Mix and Match? Choosing China's and Others' Development Cooperation Modalities", UNDP/CAITEC.

46 Government of Brazil, Agreement on the New Development Bank – Fortaleza, June 15, http://brics.itamaraty.gov.br/media2/press-releases/219-agreement-on-the-new-development-bank-fortaleza-july-15

of countries on the continent – including Burundi and South Sudan – sharing experiences of reconciliation.[47] There are increasing calls to include civil society in SSC/TrC engagements, through Agenda 2063 and discussions on the SDGs. However, CSOs still suffer from a variety of challenges including lack of access to information and insufficient financial resources, which reduces their ability to engage to their full potential with SSC/TrC.[48] There are also increasing calls to involve the private sector, as stressed in the CAP.[49]

The main areas of intervention for SSC/TrC are listed in Table 2. The main SSC/TrC flows in sub-Saharan Africa are listed in Table 3.

Table 2: The SDG focus of selected SSC partners [50]

SDG focus	SSC partners
Crisis prevention and recovery (SDG 16)	China, Qatar, Russia, Turkey
Environment/climate change and disaster resilience (SDGs 13, 14 and 15)	China
Health, water and sanitation (SDGs 3 and 6)	Brazil, China, Qatar
Inclusive and sustainable growth (SDGs 8 and 9)	Brazil, China, India, Qatar, Turkey
Poverty eradication/social development (SDG 1)	Brazil, China, Qatar, Turkey
Responsive institutions (SDG 16)	China, Qatar

Table 3: The main flows of South-South cooperation towards sub-Saharan Africa[51]

Destination	Origin
Angola	China, Brazil
Cameroon	Turkey
Cape Verde	Brazil
Comoros	Qatar
Democratic Republic of Congo	China
Ethiopia	Indonesia, Turkey, China
Ghana	China, India
Guinea	India, Russia
Guinea-Bissau	Brazil, Turkey
Kenya	Indonesia, Kenya
Liberia	India

47 Cheryl Hendricks and Amanda Lucey, 'Missed opportunities for South African post-conflict development and peacebuilding?', 10 October 2013, https://www.issafrica.org/publications/policy-brief/burundi-missed-opportunities-for-south-african-post-conflict-development-and-peacebuilding

48 Dr Fanwell Bokosi, Afrodad, 'The role of CSOs in South-South Cooperation', 9 June 2016 Saro-Maria Hotel, Addis Ababa, Ethiopia.

49 African Union, Common African Position on the Post-2015 Agenda, http://www.uneca.org/sites/default/files/uploaded-documents/Macroeconomy/post2015/cap-post2015_en.pdf

50 Adapted from UNDP Mapping of Partnership and Resource Mobilization Opportunities for UNDP in Africa, Draft, 21 August 2015. Based on a non-exhaustive list of SSC initiatives in SSA.

51 Adapted from UNDP Mapping of Partnership and Resource Mobilization Opportunities for UNDP in Africa, Draft, 21 August 2015. Based on a non-exhaustive list of SSC initiatives in SSA.

Destination	Origin
Mozambique	Brazil
Namibia	Turkey
Niger	Turkey
Nigeria	China
Sao Tome and Principe	Brazil
Senegal	Turkey
Sierra Leone	India
Somalia*	Kuwait, Turkey, UAE
Sudan*	Qatar, Turkey, UAE, Kuwait, Saudi Arabia
Tanzania	Indonesia
Uganda	Indonesia

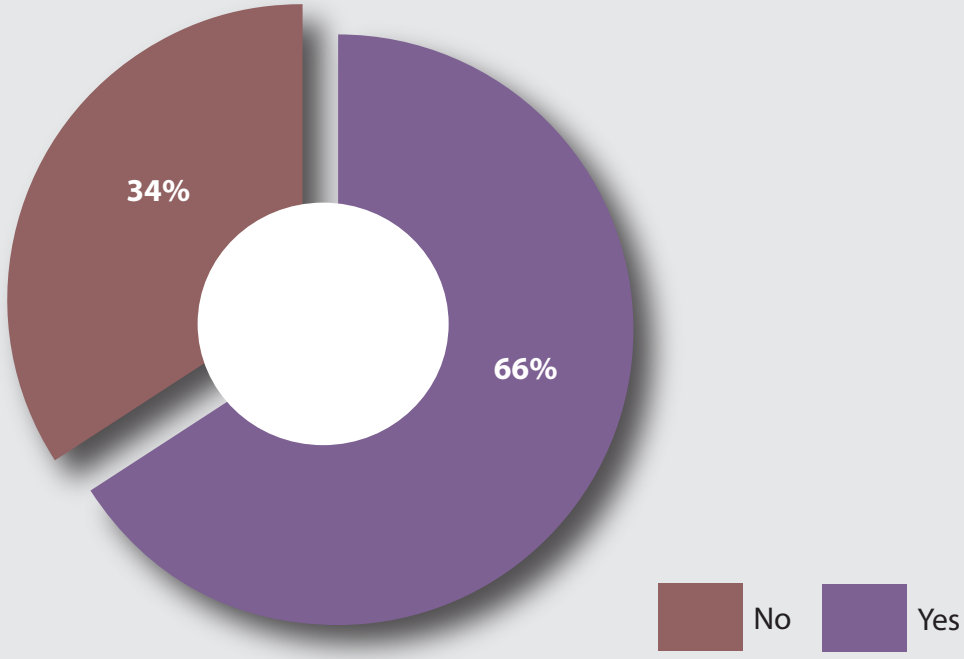
A'Melody Lee, World Bank

4. Enhancing bilateral, regional and multilateral support to South-South and Triangular Cooperation in Sub-Saharan Africa

4.1. The potential for SSC/TrC in sub-Saharan Africa

The results of the e-survey suggest that there is considerable potential for increasing SSC/TrC in sub-Saharan Africa. Of the 147 respondents to the e-survey, 34 percent reported that their organizations have no past or present experience in SSC/TrC, but are willing to engage with this type of intervention in the near future.

Figure 6: Survey respondents' prior involvement with SSC projects or processes



Source: UNDP e-survey

Over 90 percent of the organizations that have not yet engaged in SSC/TrC said that they considered there was potential for them to engage in such types of activities. They thought that such cooperation could be particularly relevant for SDG 1 (End poverty in all its forms and everywhere) and SDG 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all). Organizations also saw potential to engage on issues of gender equality (SDG 5), peace and security (SDG 16), and food security (SDG 2). All of these priorities link strongly to the six pillars of the CAP and to Agenda 2063.

Figure 7: Potential demand for SSC/TrC to support the SDGs

Source: UNDP e-survey

There is scope to improve regional and cross-regional knowledge-sharing and learning in support of the implementation of the SDGs. This could be framed within longer-term strategies that aim at concrete results. These should include monitoring and evaluation (M&E) frameworks that can support the assessment of impact of such knowledge exchanges. A combination of cooperation in social sectors with infrastructure development and regional integration will further contribute to implementing the SDGs. Action should also include crisis and post-conflict situations (SDG 16) where possible.

Better structured capacity-building initiatives can further leverage the contribution of SSC/TrC initiatives to the implementation of the SDGs. Traditional SSC/TrC initiatives – mostly exchange visits and study tours – help partners to improve their institutional learning. However, it is difficult to measure the contribution of these *ad hoc*, one-off initiatives to the implementation of the MDGs. SSC/TrC initiatives should support the structural factors which underpin development, and should strengthen local capacities at the human, systems and institutional levels. Partnership agreements, with a specific results-based management focus, may enhance such initiatives.

One of the most commonly cited benefits of SSC/TrC[52] is that it supports a focus on the development of **basic infrastructure for development**.[53] Although support from Southern partners covers a wide range of activities, it tends to focus more on the infrastructure and productive sectors, when compared with the OECD-DAC donor focus. As such it complements other efforts to build countries' productive and infrastructural capacity for long-term economic development and poverty reduction.

The future establishment of the New Development Bank (NDB) regional office in Johannesburg brings opportunities to reconcile infrastructure investment and sustainable human development in the context of SSC/TrC. This could take place through the creation of a model which offers incentives for sustainable practices (as opposed to safeguards and other forms of regulations). This could include differentiated interest rates and payment terms for loans which reflected the level of sustainability of projects and/or the extent to which projects were adopting best practices form other international organizations such as UNDP's Social and Environmental Screening Procedure (SESP). There is also scope for better defining the support that NDB and other regional and international organizations can provide to the implementation of SDGs, based on their comparative advantages and local priorities. In the case of the NDB, support mainly to SDGs 8, 9, 13 and 17 would be a natural focus and could be further linked to project financing and results reporting.

SSC/TrC can further help **increase countries' adaptive capacity**, by applying knowledge and technology that are more accessible, adaptable and affordable for developing countries. Promoting knowledge and technology that are well-adapted to the adopting context can build local capacity and enhance countries' ability to adapt to climate change. For example, the China-Ghana South-South Cooperation on Renewable Energy Technology Transfer Project is promoting the adoption of Chinese renewable energy technologies such as solar/wind energy for irrigation, biogas, mini-hydro and improved cooking stoves in order to address the energy needs of Ghana.[54]

SSC/TrC can **enable countries to develop joint solutions to common development challenges**. For example, the Ghanaian Savannah Accelerated Development Authority (SADA) is learning from the experience of a leading urban planning institution in Singapore on how to build integrated management systems, and use socio-economic analyses and planning frameworks to develop the Savannah Ecological Zone in northern Ghana. The partnership is expected to attract investors and investments, create opportunities and generate employment and economic growth in the SADA zone. Singapore will also benefit through gaining access to new markets and investment opportunities in Africa.[55]

SSC/TrC also enables **countries to facilitate common agenda-setting and advocacy messages** through a **convergence of national actors within regional and global fora.** This supports the creation of shared platforms for sustained and coordinated advocacy, including for the implementation of the SDGs.

52 Based on the responses of 146 ministries, government agencies, and other public institutions in charge of South-South cooperation, research institutes, private sector entities and civil society organizations to a UNDP e-survey conducted between January-February 2016.

53 This mainly relates to SDG 9 "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation", but also links to other related SDGs, including SDG 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" and SDG 13 "Take urgent action to combat climate change and its impacts".

54 Source: UNDP e-survey.

55 Source: UNDP e-survey.

4.2. Challenges and opportunities for SSC/TrC in Africa

The potential for SSC/TrC in sub-Saharan Africa remains largely untapped. Respondents to the e-survey cited insufficient political support, disconnection between SSC/TrC initiatives and local realities, inadequate policy and regulatory frameworks, and lack of or inadequate access to financial resources as examples of the challenges facing the implementation of SSC/TrC initiatives. These and other challenges cited by the survey respondents are listed below.[56]

1. **Insufficient political support** can hamper SSC/TrC project implementation. In Burundi, one respondent said there is a need for a change in mind-set in order to prioritize SSC/TrC. According to the respondent, institutions in the country "are more focused on Northern projects than African projects".[57]

   The AU has sought to change this through the African Solidarity Initiative (ASI). Launched in July 2012, the ASI's main aim is to mobilize financial and in-kind resources from Africa to support post-conflict and re-construction efforts on the continent. The ASI is a good example of a regional SSC/TrC initiative aiming to establish an inventory of key African training institutions and existing technical cooperation schemes.[58] In 2013, an AU communiqué called on member states to fully support the ASI. In 2014 a conference was held with the aim of mobilizing resources for the ASI. However, only minimal amounts of money and in-kind assistance were pledged. There has been limited follow-up on the ASI, but there are now renewed efforts to revitalize the initiative following a change of staff at the AU.[59] In response to this challenge, one organization suggested that cooperation between experienced and upcoming African institutions could build African confidence in partnerships. It was also suggested that RECs could be used as means of promoting SSC/TrC, and that these institutions should then encourage their member states to foster SSC/TRC. Indeed, the ASI calls on "all African countries, the RECs, the private sector and all those doing business in Africa, key African organizations/institutions, the academia, African celebrities, the African diaspora, civil society organizations and non-governmental organizations, women and youth organizations/networks, African philanthropists, expert and professional organizations, traditional partners, as well as South-South friends to support this Initiative."[60]

   African countries should mainstream South–South cooperation within their national development strategies. This will require African countries to be more proactive in seeking to secure their strategic interests through their partnerships with developing countries. A clear vision of objectives and the ways to attain them can greatly help countries in the region to ensure that their partnerships with Southern countries contribute actively to their development.

2. **Inadequate policy, legal and regulatory frameworks** are also barriers to SSC/TrC. Many developing countries do not have national policies on SSC/TrC. Suggestions from survey respondents to these challenges included the creation of an enabling environment with regulatory frameworks to promote SSC/TrC, and the development of frameworks on thematic issues.[61] Suggestions also included the establishment of partnerships and coalitions between countries to share experience and knowledge as well as the development of continental and sub-regional strategies.[62]

3. **Inadequate institutional set-up, resource mobilization, allocation and expenditure** hamper SSC/TrC initiatives. Organizations in developing countries are often not set up with a focus on SSC/TrC that would allow them to tap SSC/TrC opportunities. These initiatives often have a short-term focus and lack human/

56 Based on the response of 146 ministries, government agencies, and other public institutions in charge of South-South cooperation, research institutes, private sector entities and civil society organizations to a UNDP e-survey conducted between January-February 2016. The barriers cited by the respondents show many similarities to those outlined in UNDP's "Accelerating Sustainable Development: South-South and Triangular Cooperation to Advance the SDGs: A UNDP Strategy", 5 October 2015.

57 Source: UNDP e-survey

58 African Union, African Solidarity Initiative, www.peaceau.org/uploads/01-asi-pamphlet-web-en-lr.pdf

59 Amanda Lucey and Sbongile Gida, 'Enhancing South Africa's Post-Conflict Development and Peacebuilding Capacity in Africa', May 2014, Institute for Security Studies, https://www.issafrica.org/uploads/Paper256.pdf

60 African Union, African Solidarity Initiative, www.peaceau.org/uploads/01-asi-pamphlet-web-en-lr.pdf

61 The Civil Society Partnership for Development Effectiveness (CPDE) considers three areas relating to the enabling environment: universally accepted human rights and freedoms affecting CSOs; policy influencing; and donor-CSO relationships. See the Civil Society Partnership for Development Effectiveness (CPDE), An Enabling Environment for Civil Society Organizations: A Synthesis of Evidence of Progress since Busan, http://csopartnership.org/cso-enabling-environment/

62 Source: UNDP e-survey.

technical resources and capacity. Such institutions often either lack funds completely or have funds which are insufficient to meet the needs of the planned programmes. Moreover, institutions in some developing countries are highly dependent on resources from traditional donors. According to a survey respondent from Côte d'Ivoire, "The implementation of the actions depends on external support and not national capacity."[63]

At a regional level, the AU continues to lack capacity generally and in terms of SSC/TrC and the ASI in particular. In November 2015, the World Bank launched a $25 million joint capacity-building project for the AU Commission and its organs, including support to Agenda 2063. The project has two components. The first component focuses on strengthening institutional capacity and includes strategic planning and management, budgets, human resource capacity, etc. The second component aims to facilitate economic development results and aims to monitor the ratification and implementation of AU agreements in priority development areas including regional trade, agriculture, energy, infrastructure, governance, and natural resource management.[64]

RECs also continue to lack capacity to operate, and suffer from numerous challenges including: overlapping memberships, limited financing, uneven commitments, and slow implementation. Capacity needs included staffing numbers, the mobilization of resources, the coordination of activities, the conduct of research, the sharing of knowledge, and the monitoring and evaluation of projects, programmes, and plans.[65] The result is a limited capacity to engage in SSC/TrC activities. Of the RECs surveyed, only COMESA and IGAD stated that they had been involved in SSC/TrC. Although most RECs had not been involved in SSC/TrC activities, all agreed that there was potential to implement SSC/TrC initiatives in their organization.

Survey respondents suggested that more institutional capacity for SSC/TrC initiatives could be supported through capacity-building of human resources (such as in-house project teams); transfer of technology, proper institutional set up and funding for long-term initiatives; and better participatory planning approaches and more evaluations of SSC/TrC.

4. Another barrier to SSC/TrC that was commonly mentioned in the e-survey is **poor communication/knowledge management and lack of awareness about SSC/TrC at all levels**. Respondents suggested defining the purpose of SSC/TrC and collating information about existing support for and experiences of SSC/TrC in order to enhance awareness**.** Suggestions also included networking, partnerships and platforms to share ideas and experiences of SSC/TrC (one respondent suggested in particular the sharing of best practices in political pluralism and good governance); intergovernmental meetings and regional exchanges on SSCT/TrC; regular updates and communication on SSC/TrC opportunities; and greater engagement with more local and community-based actors.

5. **Low levels of local ownership and the lack of local employment opportunities arising from existing SSC/TrC initiatives** were also cited as "putting a brake on project implementation or discontinuing project implementation". Local engagement and advocacy within SSC/TrC projects should be fostered through planning and coordination that prioritizes the involvement and active participation of local organizations. Regional policies on SSC/TrC should be flexible enough to adapt to local contexts. More interaction among developing countries should be fostered with a view to increasing awareness of the solutions available in the South and offering alternatives to traditional Northern-based approaches.

63 Source: UNDP e-survey.

64 World Bank, Support for Capacity Development of the AU, http://www.worldbank.org/projects/P126848?lang=en

65 Tralac, Africa Capacity Report 2014, http://www.tralac.org/news/article/6821-africa-capacity-report-2014-capacity-imperatives-for-regional-integration-in-africa.html

Table 4: Opportunities for UNDP in responding to the challenges of SSC/TrC

Challenges for SSC/TrC	Opportunities for UNDP
Insufficient political support, disconnection between local realities and SSC/TrC initiatives	Mainstream SSC/TrC within national development strategies, utilize AU frameworks (e.g. ASI)
Inadequate policy and regulatory frameworks	Enhance the SSC/TrC enabling environment
Inadequate institutional set-up, resource mobilization, allocation and expenditure	Provide technical support such as assisting in the development of SSC/TrC frameworks, policies and guidelines; support incentive-based models
Poor communication/knowledge- management and lack of awareness about SSC/TrC	Advocate for SSC/TrC with different stakeholders, broker knowledge and facilitate exchanges on SSC/TrC
Low local ownership of SSC/TrC initiatives	Planning and coordination of the involvement and active participation of local organizations

Source: UNDP e-survey

Riccardo Gangale, WFP

5. Pathways to enhancing UNDP support for South-South and Triangular Cooperation in Sub-Saharan Africa

5.1. Prioritization of objectives

Going forward, SSC/TrC initiatives must be in line with African development priorities. As previously outlined, Agenda 2063 and the CAP make Africa's priorities clear, and reflect inputs from a variety of stakeholders including governments, civil society and business. Agenda 2063 describes the need for Africa to find solutions to its own development challenges, through Member States and through the RECs. Indeed, RECS are seen as the building blocks of the AU, intended to enhance regional integration and increasingly able to work on areas such as peace and security, development and governance. African initiatives are a priority, as expressed by many of the responses to the e-survey, and initiatives involving other donors and developing countries must ensure that local and regional productivity is strengthened. The AU already has structures in place to support SSC/TrC, particularly the ASI. New initiatives such as the African Governance Architecture (AGA) may also offer ways to enhance peer engagement on African governance.

Many countries are also going through a process of national integration of the SDG agenda, and their priorities and capacities in this regard should also be considered. The e-survey suggested that the following areas of the SDGs show the highest potential for SSC/TrC and should be emphasized: SDG 1 (End poverty in all its forms and everywhere) and SDG 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all). The e-survey also found SDG 5 (Achieve gender equality education and empower all women and girls), SDG 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels), and SDG 2 (End hunger, achieve food security and improved nutrition, and promote sustainable agriculture) to be among the priority areas. SDGs 13 (Take urgent action to combat climate change and its impacts) and 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development) were also mentioned among the priority areas. See also Figure 7.

Box 1: SDGs for which SSC/TrC has the highest potential to contribute in Africa

SDG 1: End poverty in all its forms and everywhere

SDG 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

SDG 5: Achieve gender equality education and empower all women and girls

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

SDG 9: Build resilient infrastructure

SDG 13: Take urgent action to combat climate change and its impacts

SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Source: UNDP e-survey

5.2. Recommendations for how UNDP can support SSC/TrC

UNDP's Strategic Plan 2014-2017 identifies three major roles for UNDP within development processes: knowledge broker, builder of capacities and facilitator of exchanges.[66] **The e-survey responses also made recommendations for UNDP's engagement with SSC/TrC along these lines. These are detailed below.**

1. UNDP as a knowledge broker

a. Knowledge brokering involves advocacy. UNDP has already advocated for SSC/TrC in Africa. It has integrated SSC/TrC into the work of the Regional Service Centres and begun to engage in SSC/TrC-related matters at a country level. However, more could be done. The survey found insufficient political support to be a major factor hampering SSC/TrC. One respondent suggested that there is a need to enhance national government discourse and government-to-government action. Another noted that, as the UN development agency with the largest in-country presence and resulting opportunities to mainstream SSC/TrC into country programming, UNDP should regularly share information, best practices and benefits of SSC/TrC with all stakeholders who would potentially benefit.[67] The survey respondents considered the major benefits of SSC/TrC to be its focus on infrastructure for development, and its potential for increasing countries' adaptive capacities and enabling countries to find joint solutions to development problems. Some respondents also felt that ideas or technology stemming from countries with a similar development context might have the advantage of being more relevant and easily adapted to other developing country contexts. At a national level, UNDP country offices need to engage proactively with local government counterparts to raise awareness about SSC/TrC, and its potential benefits.

As a knowledge broker, UNDP also has a significant role to play in documenting experiences and practices with SSC/TrC, and drawing lessons on implementation challenges and opportunities. In particular, it would be important to share best practices in supporting local ownership of SSC/TrC initiatives, as this was mentioned by several stakeholders in the e-survey as an area of challenge and concern. UNDP country offices have already conducted Results Oriented Annual Reporting (ROAR) of SSC/TrC initiatives led by country offices. However, UNDP's engagement on SSC/TrC should be extended across all relevant government departments. Mapping of SSC/TrC engagement should include all relevant stakeholders, outlining on-going SSC/TrC initiatives and the potential for engagement in SSC/TrC, according to different thematic sectors. Initially, UNDP could focus on the three main areas where SSC/TrC initiatives are occurring, according to the e-survey: economic and social development (e.g. poverty reduction, human development, social inclusion), governance (e.g. human rights, anti-corruption, capacity building) and peace and security.

b. Mapping should also be extended to include a variety of other national stakeholders including civil society and business. A previous study has found that challenges to CSO involvement in SSC/TrC in Africa include a lack of knowledge and information within CSOs about SSC/TrC.[68] UNDP can raise awareness of the benefits of SSC/TrC amongst civil society organizations and the private sector. Moreover, UNDP country offices can ensure that a broad range of stakeholders is involved in any SSC/TrC initiative throughout the whole process, including conceptualization, implementation and M&E.

c. As countries integrate the SDGs into their national development plans and processes, it is important to consider the potential of SSC/TrC to support achievement of the SDGs. As Co-Chair of the UNDG Sustainable Development Working Group, UNDP has been tasked with leading the preparation of guidelines for National SDG Reports. UNDP can advocate for SDG country progress reports to include a section on SSC/TrC.

d. At a regional and sub-regional level, UNDP should engage with the AU and the RECs on their potential to set priorities, policy directions, and implement SSC/TrC. This should also be done in a sectoral manner, in line with REC's specified priority areas and in line with Agenda 2063 and the six pillars of the CAP.

66 UNDP, UNDP Strategic Plan 2014-2017, http://www.undp.org/content/undp/en/home/librarypage/corporate/Changing_with_the_World_UNDP_Strategic_Plan_2014_17.html

67 Source: UNDP e-survey.

68 Sarah Vaes and Huib Huyse, New Voices on South-South Cooperation between Emerging Powers and Africa, 2013, http://www.cid.org.nz/assets/2015-South-South-Cooperation-African-CSO-perspectives-2013.pdf

e. **Given the UNDP Regional Centre's overview of country and regional activities in Africa, it is well-placed to match country needs and responses, and to match country needs to regional responses.** Survey respondents suggested that UNDP could also assist in showcasing SSC/TrC initiatives and securing resources. This is in line with the areas for improvement by UNDP suggested in UNDP's draft strategy, namely: enhancing systematic approaches, supporting approaches tailored to different typologies and increasing regional integration efforts.[69] UNDP can also share lessons learned from ongoing and past SSC/TrC experiences across and within AU institutions.

f. **Engagement with civil society and the private sector can be explored at a regional level.** For example, WANEP is actively involved with ECOWAS in early warning systems. UNDP Regional Service Centres can gather further information on these initiatives, and advocate for involvement of a broad range of regional-level stakeholders in SSC/TrC initiatives. Moreover, UNDP Regional Service Centres can stress the need for UNDP country offices to collect and collate data on all SSC/TrC initiatives involving civil society and business.

g. **UNDP can enhance common positioning on key SDGs areas.** The areas with the highest potential in sub-Saharan Africa, as detailed in the section above, should be considered.

h. **UNDP should also advocate for the revitalization of the ASI, which has previously lacked political support and human and financial capacity but is currently the focus of AU discussions on SSC/TrC.**

i. **UNDP can promote a shared understanding about SSC/TrC and its implications for effective UNDP support. This includes recognition of the diversity of SSC/TrC approaches and modalities.** It also includes recognition of the need to create incentives for sustainable practices (as opposed to trying to harmonize and regulate SSC/TrC), for example within the context of regional and international organizations and financing institutions like the New Development Bank and its regional office for Africa (to be established in the near future). As such, in collaboration with UNDP HQ, the Regional Service Centres can benchmark an incentive-based model to inform new financing mechanisms for SSC/TrC in the region.

j. **UNDP HQ can gather trends picked up by Regional Service Centres and share these globally**.

2. UNDP as a facilitator of exchanges

a. **UNDP's strategic plan emphasizes UNDP's role in facilitating exchanges at national, sub-regional, regional, and thematic levels, and ensuring continuous engagement on SSC/TrC issues. As such, UNDP county offices can facilitate exchanges between different stakeholders.** This work should include working on key thematic areas across different government departments, and including civil society and the private sector in these engagements as well.

b. **The UNDP Regional Service Centre can act as a convener of national institutions at a regional level, convening regional institutions on themes of similar interest and linking the global with the regional and the national levels.**

c. **The UNDP Regional Service Centre can enhance other platforms that relate to SSC/TrC.** For example, the ASO is currently being revitalized, and information on national SSC/TrC initiatives could be shared here. Other platforms include the ApDev Platform and the AAPDE.

d. **The UNDP Regional Service Centre has been establishing a regional database of SSC/TrC initiatives.** This database should be disseminated across UNDP COs and with UNDP HQ. In addition, case studies of best practices can be shared.

e. **UNDP's draft SSC/TrC strategy includes the creation of a Global Development Solutions Exchange.**[70] This platform "would be much more than just an IT platform, a roster of experts, a repository of information or a collection of physical branches in various regions. It would offer an operational framework, with on- and offline components, which makes end-to-end support available for SSC and TrC."[71] Based on responses from the e-survey, this platform should organize services according to regional and thematic focus. UNDP HQ should prioritize the establishment of this Global Development Solutions Exchange.

69 Accelerating Sustainable Development: South-South and Triangular Cooperation to Advance the SDGs: A UNDP Strategy, 5 October 2015
70 Accelerating Sustainable Development: South-South and Triangular Cooperation to Advance the SDGs: A UNDP Strategy, 5 October 2015.
71 Ibid., p.9.

f. **Using the regional database and country ROARs as well as other available information, the UNDP regional service centre should analyse regional and sub-regional trends in SSC/TrC to share with UNDP COs and UNDP HQ.**

g. **Respondents suggested that UNDP should create a dissemination platform for SSC/TrC opportunities, ensuring that a monthly update is sent to all UNDP Country Offices.** In addition to the establishment of the Global Development Solutions Exchange, a monthly newsletter could be sent to all UNDP COs and Regional Service Centres.

3. Providing technical support for SSC/TrC

The e-survey emphasized the need for UNDP to offer technical support relating to SSC/TrC to a variety of stakeholders, including government ministries, agencies and NGOs. This involves training on SSC/TrC, assistance with developing policy and guidance notes on SSC/TrC, assistance on monitoring and evaluation, and enhancing capacity building initiatives that target the transfer of technologies.

a. **The survey showed that the lack of proper incentives-based regimes and mechanisms limit the potential for SSC/TrC.** UNDP can use its expertise to develop incentives for SSC/TrC based on national priorities and linked to the local context.

b. **UNDP should consider supporting the creation of an enabling environment for SSC/TrC. This could involve developing policy and guidance notes for SSC/TrC or examining the regulatory environment (such as visa requirement barriers).**

c. **UNDP country offices can assist in assessing the opportunities and evaluating the impact of SSC/TrC in a country's overall development agenda.** There is a growing trend for countries to develop their own annual development cooperation reports, and these reports can be used in these assessments. They can further advise SSC partners on combining other SSC modalities with technical cooperation to leverage development results.

d. **UNDP country offices can map national capacities for monitoring and evaluation, and provide training to enhance these initiatives.**

e. **UNDP can support more structured capacity development initiatives to support SSC/TrC initiatives.** These could include examining delivery modalities and instruments to secure regular funding; building relationships; transferring knowledge; and developing capacities beyond the project life-span (e.g. trust funds, train-the-trainer programmes, joint research activities, and knowledge and technology networks and platforms).[72] Initially, this can be initiated through the use of MOUs or partnership agreements.

f. **Just as UNDP country offices assist national governments with the development of policies and frameworks on SSC/TrC at a national level, UNDP Regional Service Centres can engage with the AU and RECs to develop incentives, policies and frameworks for SSC/TrC based on their identified priorities.**

g. **UNDP Regional Service Centres can also examine the enabling environment for SSC/TrC at a regional level, including free market trade areas and customs unions.**

h. **UNDP Regional Service Centres can examine the capacity for monitoring and evaluation through regional structures.**

i. **UNDP Regional Service Centres can liaise with the legal office to establish MOUs and partnership agreements between national governments and their counterparts.**

j. **UNDP HQ needs to consider ways to provide long-term support to SSC/TrC initiatives.** This involves long-term planning, development of strategies for further resource mobilization and enhancing holistic frameworks.

72 Based on the response of 146 ministries, government agencies, and other public institutions in charge of South-South cooperation, research institutes, private sector entities and civil society organizations to a UNDP e-survey conducted between January-February 2016.

k. **UNDP HQ can also monitor developments on M&E practices and share these developments with UNDP country offices and Regional Service Centres.** For example, the Network of Southern Think-Tanks (NeST) is testing methodologies to measure the operational principles of SSC/TrC. These experiences can be shared with others.

In conclusion, UNDP should capitalize on its comparative advantages to provide support for the deepening of SSC/TrC engagement in Africa. It can facilitate impartial spaces for consensus building, and can enhance the visibility and effectiveness of the UN; extensive field-based presence and capacity; support for long-term engagement and capacity development; and comprehensive corporate systems of accountability. Above all, UNDP must work with African institutions to enhance their SSC/TrC priorities and strategies through established frameworks and agreements. This requires sustained and deepened engagement by country offices with government counterparts, civil society, international finance institutions and the private sector. Engagement with regional organizations must also be deepened across themes and sectors. Any UNDP strategy for SSC/TrC must acknowledge the importance of local ownership and empowerment within SSC/TrC processes.

Table 5: Summary of UNDP'S potential future role in SSC/TrC initiatives[73]

Knowledge broker	
UNDP Country Offices (COs)	Advocate for, and raise awareness on, SSC/TrC across all government departments, civil society and private sector.
	Engage a broad range of stakeholders are engaged in SSC/TrC initiatives throughout the process, from implementation to monitoring and evaluation.
	Ensure SSC/TrC initiatives are linked to the process of integrating SDGs into national development plans.
UNDP Regional Service Centres	Engage with the African Union (AUC) and Regional Economic Commissions (RECs) on the benefits of SSC/TrC for achieving regional priorities (Agenda 2063, CAP, RECs' specified priority areas).
	Match country needs with responses regionally, and match country needs and responses to regional responses. Promote bilateral, sub-regional and regional SSC/TrC initiatives that are in line with African development priorities.
	Ensure a broad range of regional-level stakeholders are involved in SSC/TrC initiatives. Collate data relating to all SSC/TrC initiatives involving civil society and business from UNDP Country Offices.
	Enhance common positioning on key regional SDG areas.
	Advocate for the reinvigoration of the ASI and engage with the AU on potential areas of support.
	In collaboration with UNDP Headquarters, benchmark an incentives-based model to inform new financing mechanisms for SSC/TrC in the region.
UNDP Headquarters (HQ)	Promote a shared understanding about SSC/TrC and its implications for effective UNDP support.
	Share regional trends globally.

73 Based on the response of 146 ministries, government agencies, and other public institutions in charge of South-South cooperation, research institutes, private sector entities and civil society organizations to a UNDP e-survey conducted between January-February 2016. Recommendations made in UNDP's Regional Consultation meeting on 8-9 June 2016 have also been included.

Facilitator of exchanges	
UNDP COs	Facilitate on-going discussions between different national stakeholders (government, civil society and business) on SSC/TrC across different thematic areas.
UNDP Regional Service Centres	Act as a convener for regional institutions and for national institutions on a regional level. Support dialogue and partnership that links global, regional and national stakeholders.
	Integrate knowledge of SSC/TrC bilateral and sub-regional practices into regional platforms (including the ASI, the APDev platform and reinforcing the AAPDE).
	Disseminate examples of best practices in SSC/TrC from Africa across UNDP COs, including through the dissemination of a regional SSC/TrC database.
	Link the SSC/TrC regional database with the Global Development Solutions Exchange.
	Analyze regional and sub-regional trends in SSC/TrC to share with UNDP HQ and UNDP COs.
UNDP HQ	Disseminate SSC/TrC opportunities monthly to UNDP offices.
	Prioritize the establishment of the Global Development Solutions Exchange.

Technical support	
UNDP COs	Assist national governments to develop incentives for SSC/TRC, based on national priorities and linked to the local context.
	Analyze the practical enabling environment for SSC/TrC.
	Assist in assessing the opportunities and evaluating the impact of SSC in the national development agenda.
	Map national capacities for monitoring and evaluation, and provide training to enhance these initiatives.
	Promote structures for SSC/TrC arrangements, including initiating discussions on Memoranda of Understanding (MOUs) and partnership agreements between national governments and counterparts.
UNDP Regional Service Centres	Assist the AU and RECs in developing policies and frameworks on SSC/TrC.
	Analyse the regional practical enabling environment for SSC/TrC.
	Map capacities for monitoring and evaluation amongst the AU and RECs on SSC/TrC, and provide training to enhance these initiatives.
	In collaboration with the legal office, assist in the establishment of MOUs and partnership agreements to promote structured SSC/TrC arrangements.
UNDP HQ	Consider ways to provide long-term support (financial and otherwise).
	Provide UNDP COs and regional centres with guidance on global M&E practices for SSC/TrC initiatives.

Annex 1: Pillars of the Common African Position

Pillar 1: Structural economic transformation and inclusive growth

- **a.** Inclusive growth that reduces inequality
- **b.** Sustainable agriculture, food self-sufficiency and nutrition
- **c.** Diversification, industrialization and value addition
- **d.** Developing the services sector
- **e.** Infrastructure development

Pillar 2: Science, technology and innovation

- **a.** Enhancing technological capacities for Africa's transformative agenda
- **b.** Building enabling environment for innovation
- **c.** Increasing support for research and development
- **d.** Optimal utilization of space and geospatial technologies

Pillar 3: People-centered development

- **a.** The eradication of poverty
- **b.** Education and human capital development
- **c.** Universal and equitable access to quality healthcare
- **d.** Gender equality and women's empowerment
- **e.** Leveraging population dynamics for development
- **f.** Harnessing Africa's youthful population
- **g.** Improving access to sustainable human settlements

Pillar 4: Environmental sustainability, natural resources management and disaster risk management

- **a.** Improving natural resource and biodiversity management
- **b.** Enhancing access to safe water for all
- **c.** Responding effectively to climate change
- **d.** Addressing desertification, land degradation, soil erosion, flooding and drought
- **e.** Natural disaster risk reduction and management

Pillar 5: Peace and security

- **a.** Addressing the root causes of conflict
- **b.** Preventing the outbreak of armed conflicts

Pillar 6: Finance and partnerships

Finance:

- **a.** Improving domestic resource mobilization
- **b.** Maximising innovative financing
- **c.** Implementing existing commitments and promoting quality and predictability of external financing

Partnerships:

- **a.** Promoting mutually beneficial partnerships
- **b.** Strengthening partnerships for trade
- **c.** Establish partnerships for managing global commons

Annex 2: UNDP e-survey interview questions

This study aims to map South-South cooperation (SSC) and trilateral cooperation (TrC) in Africa and identify opportunities for UNDP's enhanced support to SSC/TrC in the region.

South-South cooperation (SSC) is defined as "a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions." United Nations, "Framework of Operational Guidelines on United Nations Support to South-South and Triangular Cooperation", High-level Committee on South-South Cooperation, New York, 2012 (SSC/17/3).

Triangular cooperation involves Southern-driven partnerships between two or more developing countries, supported by a developed country(ies) or multilateral organization(s), to implement development cooperation programmes and projects.

Your organization has been selected to participate in a survey for a background study. The results will be used to develop a strategy for targeted strategy for UNDP's Regional Service Centre in Ethiopia. It is comprised of Part 1: Potential for SSC/TRC; Part 2: Opportunities. The survey will take approximately 15 minutes.

Question	Sub-question	Open-ended/multiple choice
1. Basic Information	Name	Open-ended
	Email	Open-ended
	Name of organization	Open-ended
	Country	Open-ended
2. Type of organization **(Mark the most suitable answer)**		☐ Government ☐ Private sector entity ☐ Research institution ☐ NGO ☐ Inter-governmental
Part 1: Potential for SSC Questions in this section aim to capture where potential exists for SSC as the enablers and the barriers to this form of cooperation		
3. Which of the following relate to your organization's current priority area (s) of focus:	Mark all that apply	***Crisis prevention and recovery*** ☐ Humanitarian aid ☐ Conflict prevention ☐ Reconciliation ☐ Post-conflict stabilization ☐ Humanitarian emergencies ☐ Disaster risk reduction ☐ Security in fragile and conflict-affected countries ☐ Conflict prevention, peace building, and peacekeeping

		Democratic governance/security ☐ Effective governance ☐ Democracy ☐ Rule of law ☐ Governance ☐ Peace and Security ☐ Security and stability ☐ Stability and protection ☐ Democracy and peace ☐ Anti-corruption ***Environment/climate change/disaster resilience*** ☐ Environment (climate change mitigation) ☐ Climate measures ☐ Climate migration ☐ Green growth ☐ Environmental protection ☐ Rural and oceans development ☐ Green growth ☐ Natural resource ☐ Natural resources and environmental protection (climate sustainability) ***Gender equality and women's empowerment*** ☐ Economic empowerment ☐ Women's participation in decision making ☐ Gender equality ***Health, water and sanitation*** ☐ Universal health coverage ☐ Water ☐ Sexual and reproductive health and rights ☐ Health (vaccines) ☐ Water scarcity ***Inclusive and sustainable growth*** ☐ Global solidarity ☐ Capacity building ☐ Sustainable development ☐ Energy ☐ Empowerment and employment ☐ Economic and social development ☐ Financial services and resources ☐ Banking and business ☐ Industry and trade ☐ Inclusive markets ☐ Sustainable economic growth (emphasizing science and technology) ☐ Private sector capacity ☐ Infrastructure ☐ Agriculture ☐ Food security

		Poverty eradication/social development ☐ Education and human capital ☐ Children and youth ☐ Poverty reduction ☐ Reducing poverty (MDGs) ☐ Human rights ☐ Social progress ☐ Solidarity and social justice ☐ Reduction of inequality ☐ Social protection ☐ Social inclusion ☐ Social cohesion systems ☐ Basic social services ☐ Global and regional public goods ☐ Human development
4. Has your organization been involved in specific SSC/TrC projects or processes?	Mark the most suitable option	☐ Yes *(go to question 5)* ☐ No *(go to question 19)*
5. Has your organization been involved in specific intra-African SSC/TrC projects or processes (i.e. among sub-Saharan countries)?	Mark the most suitable option	☐ Yes ☐ No
6. What role does your organization play in SSC/TrC?	Mark the most suitable option	*Technical assistance supplier* ☐ Direct beneficiary ☐ Partnership facilitator ☐ Knowledge broker ☐ (Co) Financier ☐ Implementing entity ☐ Other (specify)
7. What are the main ways of delivering SSC/TrC?	Mark in order of relevance (1=most important; 8=less important, mark N/A if not applicable)	☐ Trainings ☐ Study tours ☐ Capacity building projects/programmes ☐ Public-private partnerships ☐ Specialized funds/trust funds ☐ Technology needs assessments, road maps or action plans ☐ Joint research and development activities ☐ Knowledge networks
8. Provide one example for each of the top three answers above	Modality 1 Modality 2 Modality 3	Open-ended

9. What are the main receiving countries?	Mark all that apply	☐ Algeria ☐ Angola ☐ Benin ☐ Botswana ☐ Burkina Faso ☐ Burundi ☐ Cabo Verde ☐ Cameroon ☐ Central African Republic ☐ Chad ☐ Comoros ☐ Congo, Republic of the ☐ Congo, Democratic Republic of the ☐ Côte d'Ivoire ☐ Djibouti ☐ Egypt ☐ Equatorial Guinea ☐ Eritrea ☐ Ethiopia ☐ Gabon ☐ Gambia ☐ Ghana ☐ Guinea ☐ Guinea-Bissau ☐ Kenya ☐ Lesotho ☐ Liberia ☐ Libya ☐ Madagascar ☐ Malawi ☐ Mali ☐ Mauritania ☐ Mauritius ☐ Morocco ☐ Mozambique ☐ Namibia ☐ Niger ☐ Nigeria ☐ Rwanda ☐ Sao Tome and Principe ☐ Senegal ☐ Seychelles ☐ Sierra Leone ☐ Somalia ☐ South Africa ☐ South Sudan ☐ Sudan ☐ Swaziland ☐ Tanzania ☐ Togo ☐ Tunisia ☐ Uganda ☐ Zambia ☐ Zimbabwe

10. What is the territorial focus?	Mark in order of relevance (1=most important; 6=less important, mark N/A if not applicable)	☐ Least developed country ☐ Low-income country ☐ Middle-income country ☐ Small island developing state ☐ Regional ☐ Other (Specify)
11. Please describe any additional specific country/ regional needs.		Open-ended
12. List up to ten SSC initiatives in your organization since 2005 (For each initiative list: Title, Provider/recipient, Means of delivering SSC/TrC, Start/end date, Objectives and results achieved)	Initiative 1:	Open-ended
	Initiative 2:	Open-ended
	Initiative 3:	Open-ended
	Initiative 4:	Open-ended
	Initiative 5:	Open-ended
	Initiative 6:	Open-ended
	Initiative 7:	Open-ended
	Initiative 8:	Open-ended
	Initiative 9:	Open-ended
	Initiative 10:	Open-ended
13. Please provide any relevant web links		Open-ended
14. How did these SSC/TrC initiatives contribute to the implementation of the Millennium Development Goals (MDGs)?		Open-ended
15. What are the benefits of SSC/TrC?	Mark in order of relevance 1= most important, 11= least important, N/A if not applicable)	☐ Strengthens productive capacity ☐ Brings back focus on basic infrastructure for development ☐ Transfers skills and technology exchange at a lower cost ☐ Approximates societies and individuals with similar cultural perspectives and priorities ☐ Shares more relevant and adaptable public policies for developing countries ☐ Uses local knowledge, technological innovations, and improvement and replication to ensure contextual suitability and local acceptance ☐ Enables countries to develop joint solutions to common development challenges ☐ Facilitates common agenda setting and advocacy ☐ Promotes regional integration on common development challenges ☐ Promotes partnerships ☐ Other (please specify)
16. Provide one example for each of the top three answers above	Benefit 1 Benefit 2 Benefit 3	Open-ended

17. What are the biggest barriers to SSC?	Mark in order of relevance (1 = most important, 15 = least important, mark N/A if not applicable)	☐ Insufficient political support ☐ Inadequate policy/legal/regulatory frameworks ☐ Institutional set-up ☐ Planning and coordination do not consider the local context ☐ Poor alignment with development priorities, sector strategies and plans ☐ Short-term focus ☐ Non-inclusive approach ☐ Poor resource mobilization and predictability ☐ Poor resource allocation and expenditure ☐ Poor cost-effectiveness ☐ Poor communication and knowledge management ☐ Poor human/technical resources and capacity ☐ Low ownership and local empowerment ☐ Lack of local engagement and advocacy ☐ Other
18. Provide one example for each of the top three answers above	Barrier 1 Barrier 2 Barrier 3	Open-ended *SKIP TO Question 26*
19. Is there potential for your organization to engage in SSC/TrC?	Mark the most suitable option	☐ Yes *(go to question 20)* ☐ No *(go to question 22)*
20. Is there a demand for SSC/TrC in your organization towards achieving any of the SDGs? Mark all that apply.	Mark all that apply	☐ End poverty in all its forms everywhere ☐ End hunger, achieve food security and improved nutrition and promote sustainable agriculture ☐ Ensure healthy lives and promote well-being for all at all ages ☐ Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all ☐ Achieve gender equality and empower all women and girls ☐ Ensure availability and sustainable management of water and sanitation for all ☐ Ensure access to affordable, reliable, sustainable and modern energy for all ☐ Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all ☐ Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation ☐ Reduce inequality within and among countries ☐ Make cities and human settlements inclusive, safe, resilient and sustainable ☐ Ensure sustainable consumption and production patterns ☐ Take urgent action to combat climate change and its impacts ☐ Conserve and sustainably use the oceans, seas and marine resources for sustainable development ☐ Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss ☐ Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels ☐ Strengthen the means of implementation and revitalize the global partnership for sustainable development

21. Would your organization be interested in sharing experiences on any of the following topics through SSC/TrC?		☐ End poverty in all its forms everywhere ☐ End hunger, achieve food security and improved nutrition and promote sustainable agriculture ☐ Ensure healthy lives and promote well-being for all at all ages ☐ Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all ☐ Achieve gender equality and empower all women and girls ☐ Ensure availability and sustainable management of water and sanitation for all ☐ Ensure access to affordable, reliable, sustainable and modern energy for all ☐ Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all ☐ Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation ☐ Reduce inequality within and among countries ☐ Make cities and human settlements inclusive, safe, resilient and sustainable ☐ Ensure sustainable consumption and production patterns ☐ Take urgent action to combat climate change and its impacts ☐ Conserve and sustainably use the oceans, seas and marine resources for sustainable development ☐ Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss ☐ Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels ☐ Strengthen the means of implementation and revitalize the global partnership for sustainable development
22. What would be the biggest benefits to carrying out SSC/TrC if your organization were to engage?	Mark in order of importance: 1=most important; 8=less important, mark N/A if not applicable	☐ Strengthens productive capacity ☐ Brings back focus on basic infrastructure for development ☐ Transfers skills and technology exchange at a lower cost ☐ Approximates societies and individuals with similar cultural perspectives and priorities ☐ Shares more relevant and adaptable public policies for developing countries ☐ Uses local knowledge, technological innovations, and improvement and replication to ensure contextual suitability and local acceptance ☐ Enables countries to develop joint solutions to common development challenges ☐ Facilitates common agenda setting and advocacy ☐ Promotes regional integration on common development challenges ☐ Promotes partnerships ☐ Other (please specify)

23. Provide one example for each of the top three answers above. Is there any other benefit not listed?	Benefit 1 Benefit 2 Benefit 3	Open-ended
24. What factors prevent your organization from engaging in SSC/TrC?		☐ Insufficient political support ☐ Inadequate policy/legal/regulatory frameworks ☐ Institutional set-up ☐ Planning and coordination do not consider the local context ☐ Poor alignment with development priorities, sector strategies and plans ☐ Short-term focus ☐ Non-inclusive approach ☐ Poor resource mobilization and predictability ☐ Poor cost-effectiveness ☐ Poor communication and knowledge management ☐ Poor human/technical resources and capacity ☐ Low ownership and local empowerment ☐ Lack of local engagement and advocacy ☐ Other
25. Provide one example for each of the top three answers above. Is there any other barrier not listed?		Open-ended
Part 2: Opportunities Questions in this section aim to identify the needs and actions for effective SSC, taking into account various factors, which may contribute to successful cooperation.		
26. What needs to be done to foster SSC?	n/a	Open-ended
27. How can the United Nations Development Programme support this process?	n/a	Open-ended
28. Would you be willing to be contacted, if necessary, for an additional interview?	Mark one option	☐ Yes ☐ No
Thank you for completing this survey.		

Annex 3: Profiles of the respondents to the UNDP e-survey on SSC/TrC

	Country	Type of organization	Other
1	Angola	Inter-governmental	
2	Angola	Inter-governmental	
3	Angola	Government	
4	Benin	Inter-governmental	
5	Brazil	Government	
6	Brazil	Government	
7	Brazil	Government	
8	Burkina Faso	Other	Development organization
9	Burundi	Inter-governmental	United Nations Development Programme
10	Burundi	Government	
11	Burundi	Government	
12	Burundi	Other	Civil society organization
13	Burundi	NGO	
14	Burundi	Government	
15	Burundi	NGO	
16	Burundi	Government	
17	Burundi	Government	
18	Cabo Verde	Government	
19	Cabo Verde	Government	
20	Cabo Verde	Government	
21	Cabo Verde	Inter-governmental	
22	Cabo Verde	Inter-governmental	
23	Cabo Verde	Government	
24	Cameroon	Inter-governmental	United Nations
25	Cameroon	Private sector entity	
26	Cameroon	Other	Micro-finance institution
27	Cameroon	Inter-governmental	
28	Cameroon	Government	
29	Cameroon	Government	
30	Cameroon	Government	
31	Cameroon	Government	
32	Cameroon	Other	Conseil National de la Jeunesse

33	Cameroon	Government	
34	Cameroon	Government	
35	Cameroon	Government	
36	Cameroon	NGO	
37	Cameroon	Government	
38	Cameroon	Other	Conseil National de la Jeunesse de Mokolo
39	Cameroon	Government	
40	Cameroon	Government	
41	Cameroon	Government	
42	Cameroon	Government	
43	Cameroon	Government	
44	Cameroon	Government	
45	Cameroon	Private sector entity	
46	Cameroon	Government	
47	Central African Republic	NGO	
48	Central African Republic	NGO	
49	Central African Republic	NGO	
50	Central African Republic	NGO	
51	Central African Republic	NGO	
52	Central African Republic	NGO	
53	Chad	Government	
54	Chad	Inter-governmental	
55	Côte d'Ivoire	Research institution	
56	Côte d'Ivoire	NGO	
57	Côte d'Ivoire	Government	
58	Côte d'Ivoire	Government	
59	Côte d'Ivoire	Other	Foundation
60	Côte d'Ivoire	Government	
61	Côte d'Ivoire	NGO	
62	Côte d'Ivoire	Inter-governmental	
63	Côte d'Ivoire	NGO	
64	Côte d'Ivoire	NGO	
65	Côte d'Ivoire	Research institution	
66	Côte d'Ivoire	Research institution	
67	Djibouti	Inter-governmental	
68	DRC	Inter-governmental	International organization
69	DRC	Inter-governmental	
70	DRC	Inter-governmental	

71	Eritrea	Inter-governmental	Multilateral
72	Eritrea	Inter-governmental	
73	Gabon	Inter-governmental	
74	Ghana	Government	
75	Ghana	Inter-governmental	
76	Ghana	Government	
77	Ghana	NGO	
78	Ghana	Other	Development agency
79	Ghana	Government	
80	Ghana	Government	
81	Ghana	NGO	
82	Ghana	NGO	
83	Ghana	NGO	
84	Ghana	Government	
85	Ghana	NGO	
86	Ghana	Inter-governmental	Multilateral development agency/International civil service
87	Ghana	Government	
88	Ghana	Government	
89	Guinea Bissau	Inter-governmental	
90	Guinea Bissau	Government	
91	Guinea-Bissau	Inter-governmental	
92	Japan	Government	
93	Kenya	Inter-governmental	
94	Lesotho	Inter-governmental	UNDP
95	Lesotho	Inter-governmental	International development organization
96	Lesotho	Inter-governmental	UNDP
97	Liberia	Inter-governmental	UN agency
98	Madagascar	Inter-governmental	
99	Madagascar	Other	Decentralized cooperation
100	Madagascar	NGO	
101	Malawi	Inter-governmental	
102	Mozambique	Government	
103	Mozambique	NGO	
104	Mozambique	Government	
105	Mozambique	Government	
106	Nigeria	Inter-governmental	International development agency
107	Nigeria	Inter-governmental	
108	Nigeria	Other	Regional cooperation and integration

109	Portugal	Government	
110	REC	Other	Inter-parliamentary
111	Rwanda	Inter-governmental	
112	Rwanda	Government	
113	Rwanda	Inter-governmental	UN agency
114	Sierra Leone	NGO	
115	Sierra Leone	Government	
116	Sierra Leone	NGO	
117	Sierra Leone	NGO	
118	Sierra Leone	NGO	
119	Sierra Leone	NGO	
120	Sierra Leone	NGO	
121	Sierra Leone	Government	
122	Sierra Leone	Government	
123	Sierra Leone	Government	
124	sierra Leone	Government	
125	Sierra Leone	NGO	
126	Sierra Leone	NGO	
127	Sierra Leone	Government	
128	Sierra Leone	NGO	
129	Sierra Leone	NGO	
130	Sierra Leone	Other	Media organization
131	Sierra Leone	NGO	
132	Sierra Leone	Government	
133	Sierra Leone	NGO	
134	Sierra Leone	NGO	
135	South Africa	Inter-governmental	
136	South Sudan	Inter-governmental	
137	South Sudan	Inter-governmental	
138	Spain	Inter-governmental	
139	Sudan	Inter-governmental	
140	Swaziland	Other	United Nations
141	Swaziland	Inter-governmental	
142	Tanzania	Inter-governmental	
143	UN	Government	
144	Zambia	Other	Regional economic community
145	Zimbabwe	Inter-governmental	
146	Zimbabwe	Inter-governmental	