

EXECUTIVE SUMMARY

I. INTRODUCTION

This report sets out the findings and recommendations of the evaluation of UNDP contribution to South-South cooperation. This evaluation focused on: the assessment of the Third Cooperation Framework for South-South Cooperation, managed by the Special Unit for South-South Cooperation; UNDP efforts in promoting and supporting South-South cooperation; and the effectiveness of the collaboration between UNDP and the Special Unit. The assessment is situated within relevant intergovernmental mandates for UNDP and the Special Unit, as well as the emerging realities of South-South cooperation. The scope of the study covers the period 1996 to 2007 and all geographic regions.

II. CONTEXT

Over the past 30 years, there has been a remarkable upsurge in South-South cooperation. Sustained economic growth since the late 1980s has led to an increasing number of developing countries becoming regional centres of economic dynamism. South-South trade has been growing and made up 26 percent of developing-country exports in 2004, and many developing countries have accumulated large financial surpluses. During the 1990s, South-South foreign direct investment flows grew faster than North-South flows. The number of large Southern transnational corporations grew from just 19 in 1990 to 58 by 2005.

Much of the growth in South-South cooperation is happening without the participation of the United Nations development system, providing a welcome indication of effective leadership and capacity in the South. Nevertheless, the changing international environment has increased demands on the United Nations system. While mutual cooperation between developing countries is growing, there is concurrent demand for

multilateral organizations to: support efforts to guide the flow of resources, in order to ensure that everyone benefits from South-South cooperation; draw attention to the problems and challenges faced by developing countries; and encourage mutual support. Given its universal presence and neutrality, member countries expect the United Nations system to mainstream South-South cooperation as a cross-cutting theme in its work. In addition, members expect the UN system to respond robustly to reports of slow progress in many developing countries towards the Millennium Development Goals (MDGs) and other internationally agreed upon development goals.

UNDP is expected to help build capacities in countries of the South in order to support the achievement of their development goals, including the MDGs. South-South cooperation is expected to be an integral part of UNDP work, given the stated UNDP positioning as a knowledge-based organization, its role in the exchange of development experience through its global network of country offices and its support to the Special Unit for South-South Cooperation.

RATIONALE AND OBJECTIVE

This evaluation was requested by the UNDP Executive Board and is part of the agenda of the UNDP Evaluation Office, approved by the Board in June 2006. The evaluation underpins the Administrator's substantive accountability to the Executive Board. Findings of the evaluation will provide substantive inputs to the Fourth Cooperation Framework for South-South Cooperation (2008–2010), to be presented to the Board in January 2008, and to the implementation of the UNDP strategic plan, 2008–2011.

The objective of this evaluation was to assess the UNDP contribution to South-South cooperation over the past decade and the performance of

the Third Cooperation Framework for South-South Cooperation. The evaluation sought to provide major ‘lessons learned’ by assessing what worked and why. As such, this report offers recommendations for strengthening the effectiveness of future programming efforts in South-South cooperation.

III. APPROACH AND METHODOLOGY

This evaluation addressed the organizational strategy of UNDP and its initiatives to promote South-South cooperation at the global, regional and country levels. At the same time, the evaluation assessed the implementation of the Third Cooperation Framework for South-South Cooperation, as well as the nature and extent of interaction between the Special Unit and UNDP. The evaluation did not cover the full mandate of the Special Unit for South-South Cooperation, detailed subsequently.

This evaluation addressed key issues, including:

- The nature and extent of support provided by the Special Unit and UNDP in promoting and expanding South-South cooperation;
- The ability of UNDP and the Special Unit to learn from experience in South-South cooperation, in order to strengthen and institutionalize support to such cooperation across all UNDP practice areas;
- The appropriateness, relevance, effectiveness and sustainability of UNDP efforts to meet varied and evolving demands, in order to strengthen and expand South-South cooperation; and
- UNDP preparedness to address emerging demands in South-South cooperation.

The evaluation gathered evidence through eight country case studies. The process included: a desk study; a desk study of relevant secondary material; interviews with staff in Geneva and New York; and an electronic survey of United Nations units in programme countries. Given

wide variations in the practice of South-South cooperation and limited time and resources, random selection was not feasible. Adopting a purposive approach, Barbados, Brazil, China, Guatemala, Mali, South Africa and Thailand were selected to reflect varied experience in South-South cooperation, regional distribution and geographical constraints (e.g., Small Island Developing States and landlocked developing countries). An in-depth desk study was also conducted in India, and Brazil was chosen as the pilot study.

The evaluation consulted over 248 stakeholders in Geneva, New York and case study countries. In each case study country, stakeholders included the United Nations Country Team, government officials, bilateral donors, members of civil societies and UNDP country office staff. Other stakeholders included UNDP headquarters units, United Nations organizations in New York and Geneva, and permanent missions of the United Nations Member States.

The electronic survey was designed to gather essential information about South-South cooperation activities and perceptions. The survey was addressed to United Nations Resident Coordinators, who in turn forwarded it to other country team members. Responses were received from 149 members of United Nations Country Teams from 51 countries, including all Resident Representatives from these countries.

Secondary evidence was gathered from previous UNDP evaluations of the Second Global Cooperation Framework and four regional frameworks, including Africa, Arab States, Asia and the Pacific, and Latin America and the Caribbean.

IV. HISTORY AND MANDATE

In response to mounting pressure for a new economic order during the 1970s, and in support of the principle of collective self-reliance among developing countries, United Nations General Assembly resolution 3251 established the Special

Unit for Technical Cooperation among Developing Countries (TCDC) within UNDP. In 1978, following a conference on TCDC, the Buenos Aires Plan of Action proposed a set of guiding principles and an action plan for promoting and implementing TCDC, with specific recommendations for the United Nations development system.

General Assembly resolution 33/144 (subsequently elaborated by the High-Level Committee on South-South Cooperation and the UNDP Executive Board) charged the Special Unit with:

- Facilitating coordination of the promotional and other TCDC activities of the United Nations development system;
- Coordinating TCDC matters within UNDP;
- Carrying out research studies and analyses of TCDC issues and problems;
- Promoting wider use of the capacities of developing countries;
- Developing and strengthening the information referral system, now known as the Web of Information for Development (WIDE), and the inquiry service, and promoting their broader use through appropriate linkages with information systems in other organizations of the United Nations development system and in national institutions; and
- Mobilizing resources for TCDC.

The High-Level Committee on the Review of TCDC was established in 1980 as the highest policy and oversight body under and reporting to the General Assembly. In addition to its responsibilities as the global and UN system-wide advocate, catalyst and resource mobilizer of South-South cooperation, the Special Unit for South-South Cooperation was charged with being the substantive secretariat for the Committee.

The Executive Board of UNDP, in its decision 2004/32, stated that South-South cooperation should be considered a driver of development

effectiveness and be incorporated in the Second Multi-Year Funding Framework (2004–2007).

More recently, the Executive Board, in its decision 2007/32, reiterated that UNDP should promote South-South cooperation by stepping up efforts to seek South-South solutions in all its focus areas as a way of enhancing the exchange of best practices and support among developing countries, regardless of their levels of development. The decision also required the UNDP Administrator, in consultation with the Executive Board, to establish measurable targets for the Special Unit for South-South Cooperation. In addition, the decision emphasized that UNDP should take a human development-based approach to programming.

V. PROGRAMMATIC ACTIVITIES

Three cooperation frameworks approved by the Executive Board of UNDP have provided the structure for the work of the Special Unit since 1997. The three key elements of the Third Cooperation Framework for South-South Cooperation are: policy advocacy, dialogue and promotion; public-private partnerships; and sharing Southern development knowledge. Funding comes from three sources: UNDP regular ('core') resources; resources mobilized by the Special Unit; and funds managed by the Special Unit. In real terms, annual resources available to the Special Unit have declined over the past decade, though the nominal value has not changed. Regular resources available to the Special Unit have also declined.

UNDP pursues South-South cooperation in global, regional and country programmes, either as a modality to improve programme performance or with South-South cooperation as the programme goal. Global initiatives come under the global programme managed by the Bureau for Development Policy; regional programmes are managed by the regional bureaux; and country programmes are developed and implemented by country offices in close partnership with national governments.

Communities of practice, or ‘knowledge networks’, are linked to the global programme and are designed to position UNDP as a knowledge-based organization. Knowledge networks help those working in similar practice or thematic areas to share Southern experience and knowledge. The networks are continuing to grow and are widely used by members.

Regional programmes seek to address challenges in areas such as: regional public goods; trafficking; drugs; HIV/AIDS; disaster prevention and response; water supply and use; and environmental management. Regional programmes enable countries to advocate collectively for equitable and transparent trade regimes and other areas of common interest.

Responses to surveys and case studies show that it is common for country offices to seek solutions and expertise from developing countries with similar experience, often through knowledge networks or communities of practice, and, in some instances, through face-to-face exchanges. In such examples, South-South cooperation serves as a modality to identify best development practices.

Institutional links between the operations of UNDP and the Special Unit for South-South Cooperation have evolved over the years. Since 1997, three cooperation frameworks have formalized collaborative arrangements. The Second Cooperation Framework, for instance, sought to develop a strategy to mainstream South-South cooperation within UNDP, as part of the Framework’s efforts to mainstream South-South cooperation in the United Nations system.

The Special Unit provides guidance for promoting South-South cooperation in UNDP. *Revised Guidelines for the Review of Policies and Procedures Concerning TCDC*, issued by the Special Unit in 1997, has been in use by United Nations organizations ever since. This evaluation noted that the Director of the Special Unit had previously been a member of the Executive Committee of UNDP, but was not a member of the Operations Group that replaced it.

UNDP commitments to support and promote South-South cooperation included:

- In the 1992–1996 programme cycle, UNDP identified TCDC as one of its six priority programmes and allocated resources to the Special Unit’s activities.
- In response to the request from the High-Level Committee for South-South Cooperation at its 10th session, UNDP allocated 0.5 percent (an estimated \$15 million) of overall programme resources to the Special Unit under the First Cooperation Framework for TCDC, 1997–1999.
- The UNDP Administrator announced in 1997 that, as a matter of corporate policy, TCDC would receive first consideration in UNDP programming and be mainstreamed in all UNDP programmes and projects. The Administrator also stated that support to TCDC would become one of the core responsibilities of UNDP Resident Representatives in the 1997–1999 programme cycle.
- The UNDP 2004–2007 Multi-Year Funding Framework recognized South-South cooperation as one of the six ‘drivers’ of development effectiveness, to be consciously integrated into UNDP programming.

VI. KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This evaluation recognized that the effectiveness of UNDP programmes in promoting and supporting South-South cooperation depends upon: the priority each country places on South-South cooperation; the demand from programme countries to involve UNDP; and UNDP capacity to provide support. The governmental expert panel convened by the Administrator in 1989 identified the following constraints to realizing the full potential of TCDC in countries and the United Nations system: lack of awareness of potential, as well as lack of information on usefulness and applicability; lack of effective focal points; lack of policies and procedures; and

shortage of funds. This evaluation found that such constraints persist.

UNDP and the Special Unit have amassed considerable experience in South-South cooperation and are well positioned to play a more active and effective role in supporting and promoting it. UNDP has expressed a strong commitment to South-South cooperation in its strategic plans. However, UNDP and the Special Unit have been unable to fully deliver on their mandate to promote and support South-South cooperation. The electronic survey showed that only 19 percent of responding United Nations Country Team members and 22 percent of responding Resident Representatives felt that the overall UNDP contribution to promoting South-South cooperation over the past five years had been 'effective' or 'very effective'. The following discussion presents the conclusions of this study in understanding the performance of UNDP and the Special Unit in contributing to South-South cooperation.

A. CONCLUSIONS

Conclusion 1: The effectiveness of support under the Third Cooperation Framework for South-South Cooperation is constrained by the mismatch among the mandate, resources and implementation strategy of the Special Unit.

The mandate of the Special Unit for South-South Cooperation is extensive, not only relative to UNDP but in absolute terms. Evolving and expanding over time, the Special Unit functions to: act as secretariat to the High-Level Committee on South-South Cooperation; coordinate United Nations system-wide South-South cooperation efforts; mobilize resources and manage funds for South-South cooperation; and support South-South cooperation within the United Nations development system. The Special Unit has difficulty in managing all the activities needed under such a broad mandate with its 15 professional staff members and available fiscal resources of \$3.5 million per annum in regular resources and \$5.5 million per annum in other resources.

The three platforms of the Third Cooperation Framework for South-South Cooperation provide a useful conceptual tool for identifying areas of intervention: a platform to support policy dialogue, with emphasis on mainstreaming South-South cooperation as a driver of development effectiveness; a platform to help create an enabling environment for public-private partnership mechanisms for South-South business collaboration and technical exchange; and a platform to manage and share development knowledge. However, in developing initiatives, evidence indicates that the Special Unit paid insufficient attention to assessing and prioritizing demand from consultations with target countries. Consequently, the Special Unit's activities are too numerous and diffused, further constraining its resources and capacity and limiting its ability to respond to requests for support.

In 2003, the High-Level Committee and the General Assembly approved the Special Unit-developed *Revised Guidelines for the Review of Policies and Procedures Concerning South-South Cooperation* (document TCDC/13/3 of the High-Level Committee on the Review of TCDC), including a common results framework for the United Nations development system engaged in South-South cooperation. However, the Special Unit itself continues to report activities as results and has not produced a results framework that ties outputs and outcomes to clearly defined qualitative and quantitative indicators. Consequently, its reviews offer limited evaluative evidence and learning opportunities.

Conclusion 2: At the corporate level, UNDP has not developed a robust and proactive approach to South-South cooperation.

UNDP is mandated to support and promote South-South cooperation by hosting the Special Unit for South-South Cooperation and through all relevant UNDP-supported programmes.

UNDP does not have a clear strategic framework to leverage the Special Unit and other programmes to support South-South cooperation.

tion. South-South cooperation was declared to be a driver of development effectiveness in the Second Multi-Year Funding Framework (2004–2007), and as a principle of development effectiveness in the UNDP Strategic Plan (2008–2011). Yet these plans did not articulate the UNDP strategic priorities, deliverables and modalities of engagement in South-South cooperation.

There are no clear strategies or institutional mechanisms to adequately respond to the dynamic changes occurring in South-South cooperation. Examples of such changes include the rapid expansion of interregional exchanges and trade, and massive trade surpluses in pivotal countries (countries that, by virtue of their capacities and experience in promoting South-South cooperation, are positioned to play a ‘lead’ role in the promotion and application of South-South cooperation) that result in new financing arrangements and opportunities to promote South-South cooperation. There is continuing demand from developing countries for support that would permit them to benefit from these opportunities.

In addition, UNDP has no clear partnership strategies to support or strengthen South-South cooperation within the United Nations development system or among countries of the South. Case studies show that other United Nations organizations are actively involved in South-South cooperation, yet in many countries, coordination of United Nations system-wide efforts to prioritize South-South cooperation in national development agendas remains *ad hoc* and inadequate.

The development context varies among the countries of the South. Some countries have taken a lead in South-South cooperation and do not require support from the United Nations system; others have requested UNDP support for their initiatives. Some countries have yet to fully recognize the potential of South-South cooperation and require encouragement to stimulate demand. Clear strategies to partner with govern-

ments to support and promote the demand for South-South cooperation are not fully in place, especially in pivotal countries.

UNDP, with its global presence, has yet to adopt a robust approach to supporting a two-way flow of knowledge and multi-dimensional experience among all the countries in the South.

Conclusion 3: UNDP is a responsive partner at the country level. However, its effectiveness in South-South cooperation is constrained by uneven recognition, inadequate resources and incentives, and an inability to systematize learning.

Though many UNDP initiatives currently underway have South-South elements, they are not corporately recognized as such. There is limited shared understanding of the concept of South-South cooperation across the organization, and inadequate recognition of the value added by South-South cooperation at the operational level.

UNDP has not provided adequate resources to mainstream South-South cooperation in its programming. While UNDP provides the regular (core) resources for the Special Unit, the organization has not been able to sustain the commitment (1997) to allocate 0.5 percent of its annual programme resources to the Special Unit (support is currently fixed at \$4.5 million).

Much of what UNDP is doing on South-South cooperation is the result of individual initiatives and leadership. There is a lack of clear incentives and guidance to integrate South-South cooperation in global, regional and country programmes.

The accountability and reporting systems of UNDP do not adequately reflect the priority of support for South-South cooperation.

UNDP does not conduct systematic analysis of the information contained in its knowledge networks. Such analysis might help to distil modalities of engagement in South-South cooperation, with a view to mapping demand areas, identifying capacity needs and codifying

the wide experience of UNDP. Similarly, UNDP has not built a body of evaluative evidence on its contribution to South-South cooperation, which would have enabled the organization to learn from its own experience.

Conclusion 4: UNDP and the Special Unit have not fully leveraged their collective strengths and capacities.

The Special Unit has convening power and specialized knowledge to facilitate interest and catalyze demand among partner countries. UNDP has a networked global presence, a mandate to coordinate at the country level and, in general, close interaction with programme country partners. Yet the Special Unit and UNDP have not fully leveraged each other's strengths.

There are no clear collaborative arrangements between the Special Unit and UNDP at different operational levels. The UNDP Strategic Plan, 2008–2011, does not reflect the areas of collaboration spelled out in the Third Cooperation Framework for South-South Cooperation. UNDP has not worked with the Special Unit to codify relevant experience emerging from the Unit's practice networks. In addition, the Special Unit has not leveraged the UNDP network of country offices to identify areas of focus or coordinate South-South cooperation efforts of the United Nations system at the country level.

B. RECOMMENDATIONS

The rapid evolution of South-South cooperation has opened a window of opportunity for developing countries to use such cooperation as a means towards achieving internationally agreed development goals, including the MDGs. The United Nations development system has an important partnership role. Within this partnership, UNDP must clearly define the contours of its engagement with South-South cooperation and revamp its institutional arrangements, including its relationship with the Special Unit.

This evaluation's recommendations address: the cooperation framework for South-South

cooperation and the role of the Special Unit; the responsibility, strategic approach and institutional arrangements of UNDP; and collaborative arrangements between UNDP and the Special Unit. These recommendations are intended to be mutually reinforcing and should be treated as a whole.

Recommendation 1: The Fourth Cooperation Framework for South-South Cooperation (managed by the Special Unit) should be shaped around three activity streams: knowledge sharing; policy development and advocacy; and catalyzing innovation. Initiatives in each of these streams should be time-bound and results-oriented.

The evaluation found that the thrust and the key elements of the Third Cooperation Framework for South-South Cooperation are still relevant, and that the Special Unit had achieved most of the outputs. However, the full potential of results has not been attained, due to the Special Unit's limited capacity and inadequate leveraging of the strengths of the United Nations development system. Specific recommendations made in this area do not envisage a fundamental change in the content of the Third Cooperation Framework, but rather enable the Special Unit to engage more closely with the United Nations system to increase the effectiveness of country support.

Knowledge sharing for South-South experience

The Special Unit should continue to serve as the repository of knowledge on South-South cooperation for the United Nations system and the international community. The Unit should systematically engage with governments and all United Nations organizations to distil good practices, identify proven solutions and expertise, and codify experience in a user-friendly interactive system accessible by the international development community at large.

The Special Unit should conduct research and analysis of key emerging trends in South-South cooperation. This exercise should gauge emerging needs by assessing the outcomes of the

deliberations of relevant intergovernmental fora, as well as by pooling and synthesizing the experience of United Nations system organizations.

Policy development and advocacy for South-South cooperation

The Special Unit should continue its advocacy efforts through intergovernmental fora, regional bodies and national-level stakeholders. The Special Unit should document outcomes from these efforts to influence the future practice of South-South cooperation.

The Special Unit should more effectively engage with all United Nations development organizations in order to mainstream South-South cooperation as a modality for development effectiveness. The Unit should establish a mechanism or mechanisms for systematic engagement with partners to address shared priorities and action plans. These could include updating the policy and procedural guidelines related to South-South cooperation and periodic consultations within the United Nations development system.

Catalyzing and innovating to meet emerging demands of South-South cooperation

The Special Unit should:

- Identify appropriate priorities for action in emerging areas of South-South cooperation by mapping demand through consultation with target countries and the United Nations system, supplemented by analysis;
- Develop a select portfolio of time-bound, results-oriented pilot initiatives to address critical issues in the areas identified, with the objective of defining effective South-South solutions that can be scaled up and/or replicated by countries with the support of the United Nations system as appropriate. This portfolio should be of a manageable size, and should be flexible enough to accommodate additional demands as they emerge. The Special Unit should undertake only a limited number of pilot activities at any given time;

- Support countries in developing policy frameworks to enable them to address opportunities and constraints in the expansion of South-South cooperation in areas such as public-private partnerships and civil society engagement; and
- Manage funds for South-South cooperation on behalf of countries of the South within an accountable and clearly defined results-oriented framework.

The Fourth Cooperation Framework for South-South Cooperation and its components should be built around clear outcomes that are linked to the mandate of the Special Unit. The results chain should logically link the outputs to outcomes.

Recommendation 2: In programming initiatives, the Special Unit should adopt strict criteria and leverage the capacities of UNDP and other relevant United Nations organizations to enhance the contribution of South-South cooperation to development effectiveness.

The evaluation found that the Special Unit is neither sufficiently using criteria established by intergovernmental fora nor adequately leveraging the global networked presence of UNDP and the specialized mandates of organizations of the United Nations development system. The recommendations of this evaluation envisage that the Special Unit will continue using its convening power and specialized knowledge to initiate pilot activities, and will expand its partnerships with relevant United Nations organizations.

The initiatives under the Fourth Cooperation Framework for South-South Cooperation should strictly adhere to criteria including:

- Strong demand from member countries (Buenos Aires Plan of Action);
- Defined impact on a large number of countries (*New Directions for Technical Cooperation among Developing Countries*, 1995); and
- A clear results framework, with a results chain linking outputs of initiatives to

outcomes sought by the cooperation framework (TCDC/13/3).

The Special Unit should partner with governments and relevant United Nations agencies in its pilot initiatives from the outset, with a view to mutual learning, codification and integration of the pilot experience into the programming of the respective government or organization.

The Special Unit should have a clear exit strategy for each pilot project. The government or partner organization should be prepared to scale up and replicate successful activities, and to provide feedback on programme experience and results to the knowledge base of the Special Unit.

Recommendation 3: UNDP should develop a corporate South-South cooperation strategy that: addresses emerging issues; draws on its own experience; integrates all of its programme frameworks; and is underpinned by resources, incentives and accountability.

UNDP has islands of success in South-South cooperation; however, these have not been integrated into the corporate approach. As such, this evaluation recommends prioritizing South-South cooperation in programming and taking steps towards institutionalizing South-South cooperation approaches, including:

- At the corporate level, UNDP should respond to the dynamic changes taking place in South-South cooperation, as well as to emerging priorities. In so doing, UNDP must consistently and fully reflect the human development mandate and the rights-based approach to development. UNDP should identify key partners and modalities of partnership in diverse contexts, including pivotal countries.
- UNDP should identify a clear set of deliverables on South-South cooperation for which it assumes responsibility. This should be done through an internal discussion with the Special Unit, as well as in consultation with partner countries and other United Nations system bodies.
- UNDP should develop a results framework for South-South cooperation initiatives in its strategic plan, with clear benchmarks and indicators to assess its contribution to South-South cooperation. To support this assessment, an effective monitoring and evaluation mechanism must be put in place to track performance of all related programming activity.
- UNDP should identify South-South cooperation priorities based on: its own programming experience at the country, regional and global levels; findings from the analysis of the Special Unit; and systematic consultations with programme countries. In particular, UNDP should mine the experience gained in supporting conflict prevention and recovery, disaster preparedness, climate change, trade and intra-South development cooperation.
- UNDP should: develop an approach to systematically link South-South considerations in practice areas and programming at the country, regional and global levels; proactively require all practice areas to have South-South concerns as an element; develop clear guidance material in the Results Management Guide based on TCDC/13/3; and ensure support to South-South cooperation at all levels of UNDP programming.
- UNDP should reflect the priority placed on South-South cooperation in allocating and tracking of resources, developing performance incentives, and implementing accountability and reporting systems.

Recommendation 4: UNDP and the Special Unit for South-South Cooperation should define clear collaboration arrangements.

This evaluation found that collaboration between UNDP and the Special Unit is not adequately institutionalized. UNDP needs to recognise that the Special Unit's mandate goes beyond the work of UNDP, and that the cooperation framework should support the full mandate. In this area, the evaluation's recommendations address roles and

responsibilities, resource allocation and joint efforts at codification and coordination.

- The Director of the Special Unit should be a member of the Operations Group. Clear collaborative arrangements between the Special Unit and the regional and practice bureaux of UNDP need to be established. Periodic reporting and discussion of the implementation of the Fourth Cooperation Framework for South-South Cooperation, as well as the results of collaboration with UNDP regional bureaux, corporate units and country offices, should take place in the Operations Group.
- UNDP should revisit its 1997 commitment to provide 0.5 percent of its total program-

ming resources to South-South cooperation and ensure that predictable and adequate resources are made available to both UNDP and the Special Unit, in order to fulfil the South-South cooperation mandate.

- UNDP should provide the Special Unit with a platform on which to engage with United Nations Country Teams with regard to South-South cooperation at the country level.
- UNDP and the Special Unit should work together to codify existing experience related to South-South cooperation by analysing trends, capacity needs and demands. This information should be made accessible to partners.