

Annex 1

TERMS OF REFERENCE

EVALUATION OF SOUTH-SOUTH COOPERATION AT UNDP

CONTEXT

This evaluation was requested by the Executive Board of UNDP¹ and is part of the evaluation agenda of the UNDP Evaluation Office that was approved by the Board on June 2006.

South-South cooperation is defined by UNDP as “a broad framework for collaboration among countries of the South, in the political, economic, social, environmental and technical domains. Involving three or more developing countries, South-South cooperation takes place on bilateral, regional, subregional and inter-regional bases.”² UNDP has promoted South-South cooperation as a global initiative since 1978 to reduce the dependence of developing countries on markets of developed countries and enhance the bargaining power of developing and least developed countries at the international level.³ South-South cooperation also helps developing countries share knowledge and experiences to meet common challenges such as high population pressure, poverty, hunger, disease, environmental deterioration, conflict and natural disasters, and helps deal with cross-border issues such as environmental protection and HIV/AIDS.

The Special Unit (SU) for South-South cooperation hosted by UNDP serves as the full secretariat of High-Level Committee (HLC) and is responsible to coordinate and implement all General Assembly-mandated responsibilities and functions, including the following: UN system-wide South-South policy coordinator; partnerships facilitator; service provider; and resource mobilizer.⁴ It prepares all substantive reports,⁵ manages the United Nations Fund for South-South Cooperation and the Perez-Guerrero Trust Fund of the Group of 77 and China, the India-Brazil-South Africa Facility for Poverty and Hunger Alleviation and implements key operational programmes funded by UNDP.⁶

The Third Cooperation Framework (2005–2007) presents the three key objectives of the SU/South-South cooperation: (i) support issues of common concern within Southern countries and in multilateral settings to accelerate development through South-South approaches to development; (ii) promote self-sustaining mechanisms and platforms rather than *ad hoc* forums and conferences; and (iii) transform the Special Unit into a South-South knowledge management centre, complementing and linking with global knowledge

1 Statement to the Executive Board by Zephirin Diabre, Associate Administrator, 17 June 2004, Item 5: Country Programmes and related matters, 14–25 June 2004, Geneva.

2 Source: http://tcdc1.undp.org/faqDetail.aspx?faq_id=1.

3 The Special Unit for Technical Cooperation among Developing Countries (TCDC) was set up within UNDP in 1974, endorsed by the UN General Assembly, on the review of TCDC, which has recently been subsumed under South-South cooperation. With the growing integration of TCDC and Economic cooperation among Developing Countries (ECDC), both the HLC and the UN General Assembly have recommended a broader focus on South-South cooperation.

4 <http://tcdc1.undp.org/index.aspx>.

5 These include the report of the Secretary-General on the State of South-South cooperation celebrated on 19 December each year as well as the report of the UNDP Administrator on the implementation of cooperation framework for South-South cooperation every three years.

6 See http://tcdc1.undp.org/faqDetail.aspx?faq_id=6 for a brief history of South-South cooperation.

systems of the UNDP and other UN organizations, developing countries and donor organizations.

The Fourth Cooperation Framework is to be presented to the Executive Board of UNDP. It is necessary at this point to take stock of the experiences of the SU/South-South Cooperation and UNDP in order to strengthen their future effectiveness.

OBJECTIVES

The objective of the evaluation is to assess UNDP's contribution to South-South cooperation over the past decade. In doing so, the evaluation will also address the performance of the Special Unit for South-South Cooperation. The evaluation aims to provide major lessons learned through assessing what worked and why; and offer key recommendations for strengthening the effectiveness of future programming efforts in South-South cooperation.

EVALUATION ISSUES

The evaluation will address the following key issues:

1. The nature and extent of support among the Special Unit and UNDP in promoting and expanding South-South cooperation;
2. The ability of UNDP (including the Special Unit) to learn from its experience in South-South cooperation to strengthen and institutionalize its support to South-South cooperation across all practice areas;
3. The appropriateness, relevance, effectiveness and sustainability of UNDP efforts to meet the varied and evolving demand to strengthen and expand South-South cooperation;
4. UNDP's preparedness to address emerging demands in South-South cooperation.

SCOPE

It will cover the period 1996–present. This 'cut-off' period is suggested because of the "new directions" policy endorsed by the GA/HLC in

1995, and its implementation by the SU/South-South Cooperation from the subsequent year.

The evaluation will address UNDP's organizational strategy and initiatives to promote South-South cooperation at the global, regional and country levels. In doing so, it will assess the performance of the Special Unit against the Third Cooperation Framework as well as the nature and extent of interaction between the Special Unit and UNDP.

The support by the Special Unit to other UN agencies and the High-Level Committee for the Review of South-South Cooperation is beyond the scope of this evaluation.

In assessing UNDP's role—i.e., the impact of the programme frameworks, institutional as well as substantive issues will be addressed, taking due note of the interests and roles of Southern stakeholders. The following issues will be included in the scope:

- a. Policies of the South-South cooperation agenda, assessing the influence of different stakeholders and collaborating institutions on UNDP's mandate as a 'service provider', as well as linkages to UN system-wide mechanisms for supporting South-South cooperation;
- b. Programme performance results: South-South cooperation's contribution to outputs, outcomes and impacts since 1996;
- c. Partnerships for capacity development: Since South-South cooperation is based on partnerships at the regional and global levels, an assessment should be made of the benefits from the partnerships with UNDP;
- d. SU/South-South Cooperation organizational and resource mobilization strategies, including an assessment of the role of relevant UNDP bureaux/units in support of the SU/South-South Cooperation, and vice versa;
- e. Quality assurance: The extent to which SU/South-South Cooperation mechanisms have been established to track and assess results in

- a timely manner through a monitoring and evaluation system; and
- f. Ownership/sustainability: Factors influencing the motivation for specific development interventions supported by Southern institutions, the role and level of engagement of partners, the value-added from UNDP's collaboration and results achieved.

APPROACH

The evaluation will adopt a case study approach. In-depth studies will be conducted in select countries selected through purposive sampling. The case studies will involve field visits and or desk studies, electronic surveys and consultations at the headquarters.

TASKS AND DELIVERABLES

The evaluation is expected to provide major lessons learned and key recommendations, that are both feasible and realistic, for improving UNDP's future programme on South-South cooperation.

The final evaluation products will consist of the following:

- A report on *Evaluation of UNDP Role and Contribution in South-South Cooperation*, not exceeding fifty pages (excluding bibliography and annexes) with a detailed Executive Summary with recommendations that should not exceed 6–7 pages, to be submitted to the Evaluation Office by 30 July 2007 for formal review and approval.
- The evaluation report should include the results of case studies, key findings and forward-looking recommendations for the Special Unit for South-South Cooperation and UNDP's future role in South-South cooperation, taking into account the objectives and scope of these terms of reference.
- A summarized analysis and evaluation of the results of survey questionnaires to all relevant countries/stakeholders, as an annex to the evaluation report.

REVIEW PROCESS

The evaluation findings will be reviewed by the stakeholders for factual accuracy, errors of interpretation and omission of key evidence. The report will be reviewed by the Evaluation Office for quality. In addition, an independent advisory panel consisting of international experts on development and evaluation will review the report for rigor of methodology quality and use of evidence, and soundness of analysis.

FOLLOW UP AND LEARNING

The evaluation report and recommendations will be shared within the organization through a variety of means. It will be presented to the September 2007 session of the Executive Board. The report will be shared in advance with the senior management of UNDP for management response. The report will be posted on the UNDP corporate and EO Web sites for public access.

Annex 2

PEOPLE CONSULTED

UN SYSTEM, NEW YORK

MISSIONS TO THE UNITED NATIONS

- Akram, H.E. Munir, Chairman of the Group of 77, Ambassador Extraordinary and Plenipotentiary, Permanent Representative, Mission of Pakistan
- Alim, Abdul, First Secretary, Mission of Bangladesh
- Briz-Gutierrez, Min. Jose Alberto, UNDP Executive Board Vice President, Minister Plenipotentiary, Deputy Permanent Representative, Mission of Guatemala
- Diarra, H.E. Cheick Sidi, Ambassador Extraordinary and Plenipotentiary, Permanent Representative, Mission of Mali
- Ehousou, H.E. Jean-Marie, Ambassador Extraordinary and Plenipotentiary, Mission of Benin
- Enarson, Pelle, Counsellor, Economic and Social Affairs, Mission of Sweden
- Ghanshyam, Ruchi, Minister, Mission of India
- Hackett, H.E. Cristopher Fitzherbert, Ambassador Extraordinary and Plenipotentiary, Permanent Representative, Mission of Barbados
- Hart, Selwin, First Secretary, Mission of Barbados
- Houngbedji, Fernande Afiavi, UNDP Executive Board Vice President, Second Counsellor, Mission of Benin
- Kittikhoun, H.E. Alounko, Ambassador Extraordinary and Plenipotentiary, Permanent Representative, Mission of Lao PDR
- Kumalo, H.E. Dumisani Shadrack, Ambassador Extraordinary and Plenipotentiary, Permanent Representative, Mission of South Africa
- Le Roux, Peter, Counsellor, Mission of South Africa
- Loizaga, H.E. Eladio, President of the High-Level Committee on South-South Cooperation, Permanent Representative, UN High-Level Committee on the Review of South-South Cooperation, UN Mission of Paraguay
- Nikitov, Andriy, Counselor, Mission of Ukraine
- Renault, Caio, Secretary, Mission of Brazil
- Santizo, Melanie, Second Secretary, Mission of Guatemala
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GOVERNMENT

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Caná, Delfina Mux, Secretary, Secretaría de Seguridad Alimentaria y Nutricional

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Villatoro, Leila Carolina, Subdirector, UN Multilateral Policy, Ministry of Foreign Affairs

EMBASSIES

Bazo, Omar Morales, Ambassador to Guatemala, Embassy of Cuba
García, Jorge Pollo, Counseling Minister, Embassy of Cuba
Paez-Barreto, Renan, Ambassador to Guatemala, Embassy of Brazil

DIGNIFICATION AND PSYCHOSOCIAL ASSISTANCE TO VICTIMS OF THE ARMED INTERNAL CONFLICT PROJECT (DIGAP) PROJECT PERSONNEL

Arévalo, Martin, Director, National Reparation Program
Beltranena, Roberta, Red Cross International Committee
Camey, Rosenda, Programme Officer, State-Society Relation Area, UNDP
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Elich, Christina, UNDP-DIGAP Technical Unit
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DONORS

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CSOs & NGOs

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INDIA

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Sharma, Primrose, Joint Secretary (ITEC), Ministry of External Affairs
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MALI

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Diallo, Yaya Alpha, Conseil National de la Société Civile
H.E., Ambassadeur d'Afrique du Sud, Mali
H.E., Ambassadeur de Cuba, Mali
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Sangaré, Sekou, Coordinateur, Conseil National de la Société Civile
Simpara, Ely, Secrétaire général, CCA ONG
Souleymane, Bocoum, Responsable Groupe Thématique du Développement Rurale
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SOUTH AFRICA

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Annex 3

REFERENCES

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Annex 4

SURVEY QUESTIONS AND RESPONSES

EVALUATION OF SOUTH-SOUTH COOPERATION AT UNDP

Please respond to the following questions as specifically and candidly as you can in this brief questionnaire. Individual responses will be kept strictly confidential.

1. Please indicate whether the respondent is:		
From UNDP	51	34%
From UN	30	20%
From Funds and Programme	22	15%
From UN Specialized Agencies	46	31%
<i>Total</i>	<i>149</i>	<i>100%</i>
2. How explicit is South-South cooperation in your organization's mandate?		
Explicit	63	43%
Somewhat explicit	55	37%
Not explicit	30	20%
<i>Total</i>	<i>148</i>	<i>100%</i>
3. To what extent has your country adopted South-South cooperation as part of its development strategy?		
Assigned top priority	41	28%
Assigned moderate priority	61	42%
Not a significant priority	44	30%
<i>Total</i>	<i>146</i>	<i>100%</i>
4. Is the promotion of South-South cooperation a UNDAF objective in your country?		
Yes	39	29%
No	97	71%
<i>Total</i>	<i>136</i>	<i>100%</i>
5. Is South-South cooperation part of your ongoing programme of cooperation with the national government?		
Yes	91	62%
No	56	38%
<i>Total</i>	<i>147</i>	<i>100%</i>

6. If yes, what is the nature of South-South cooperation that your organization supports? (Tick as many as relevant.)

Regional	60	71%
Intra- or subregional	48	56%
NGO-to-NGO	21	25%
Government-to-government	62	73%
Private-public sector partnerships	25	29%
Triangular	21	25%

7. Have there been significant changes in the priority assigned to South-South cooperation by your organization in your country over the last 5 years?

Yes	60	43%
No	79	57%
Total	139	100%

8. If yes, how is the change reflected?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Substantial increase	Increase	No change	Decrease
Allocation of financial resources	7 12%	31 53%	20 34%	0 0%
Number of initiatives or programmes	12 19%	44 70%	6 10%	1 2%
Networks	12 20%	40 66%	9 15%	0 0%
Quality of exchange and cooperation	7 12%	44 73%	9 15%	0 0%

9. How would you rate UNDP's contribution over the past 5 years to the promotion of South-South cooperation in your country along the following dimensions:

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Not at all effective	2	3	4 Extremely effective	
Advocacy	16 14%	33 29%	46 40%	19 17%	1 1%
Policy advice and support	15 13%	36 31%	41 35%	23 20%	1 1%
Promoting public-private partnerships	21 19%	42 39%	31 28%	12 11%	3 3%
Exchanging knowledge	16 14%	24 21%	38 33%	25 22%	13 11%
Others (specify)	8 21%	13 34%	10 26%	7 18%	0 0%
Overall Effectiveness	16 15%	31 29%	42 39%	17 16%	2 2%

10. How familiar are you with the role and functioning of the Special Unit of UNDP for South-South cooperation?

Extremely familiar	8	5%
Somewhat familiar	55	37%
Not familiar	84	57%
Total	147	100%

11. If familiar, then how effective has the Special Unit been in mainstreaming the idea of South-South cooperation: Effectiveness in mainstreaming South-South cooperation within

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Not at all effective	2	3	4	Extremely effective
The country	18 33%	17 31%	16 30%	3 6%	0 0%
UNDP	4 7%	19 35%	20 36%	11 20%	1 2%
Other UN Agencies	8 16%	24 48%	12 24%	6 12%	0 0%

12. What are the modalities of South-South cooperation coordination that occurs among UN organizations in your country? Tick as many as relevant

Joint programmes	28	24%
Regular consultations	25	21%
<i>Ad hoc</i> meetings and events	77	65%
Others (specify)	7	6%
None	29	25%

13. Looking ahead, how do you assess the future importance of South-South cooperation in your host country?

Will grow rapidly in importance	54	39%
Will grow modestly in importance	57	41%
Will remain at current level of significance	27	19%
Will decline in importance	2	1%
Total	140	100%

14. Has your organization conducted any evaluations of South-South cooperation in your country in the past 5 years?

Yes	7	5%
No	135	95%
Total	142	100%

15. If yes, how many? Could you please send separately copies of such evaluation?

1 to 3	7	78%
4 to 6	2	22%
More than 6	0	0%
Total	9	100%

16. Does your organization have a designated Focal Point on South-South cooperation?

Yes	44	31%
No	96	69%
<i>Total</i>	<i>140</i>	<i>100%</i>

17. If you would like, please use this space to share your views on how the UNDP can further promote South-South cooperation.

50 Responses

18. Identify key South-South cooperation initiatives undertaken in your country in recent years.

47 Responses

19. Provide an assessment of why initiatives have been successful and less successful.

37 Responses

20. Offer your realistic assessment of the future prospects for South-South cooperation initiatives and the reasoning behind your judgement.

46 Responses

Annex 5

INDICATORS

To facilitate better understanding of what constitutes key South-South cooperation activities and how to evaluate them, the following set of indicators were adapted from the *Revised Guidelines for the Review of Policies and Procedures Concerning Technical Cooperation among Developing Countries*; High Level Committee on the review of TCDC among developing countries, Thirteenth Session, 27–30 May 2003.

1. NORMATIVE INDICATORS

- 1.1 South-South cooperation adopted as a corporate policy and priority of the United Nations organization, as reflected in their programming and operations manuals.
- 1.2 Extent to which South-South cooperation modalities have been integrated either as a strategy or distinct element of the UNDAF and country, regional or global programmes.
- 1.3 Specific units or individuals designated as focal points.
- 1.4 Advocacy and promotion for South-South cooperation undertaken.
- 1.5 Funding for South-South cooperation systemized under regular/programme budgets (actual or estimated resources allocated for South-South cooperation purposes).

2. OPERATIONAL RESULTS INDICATORS

- 2.1 Extent of support, under South-South cooperation arrangements, to developing countries in their followup to major global conferences (as applicable) and the ensuing results.
- 2.2 Forums/events facilitated for the furtherance of South-South policy dialogue, intellectual exchanges, trade/investment promotion, capacities/needs matching, business-to-business fairs, etc. (specify topics, sectors, participating

countries and entities and, to the extent possible, their results).

- 2.3 Types and numbers of South-South networks (including information networks) or centres of excellence supported and the ensuing results (specify sector and participating countries and institutions).
- 2.4 Major regional, subregional and interregional South-South cooperation schemes supported and the ensuing results.
- 2.5 South-South cooperation activities involved the private sector and NGOs.
- 2.6 Concrete South-South transfer/exchange of technologies, expertise and skills as a result of the concerned agency's direct intervention (types, sectors, numbers of exports, etc.).

3. INNOVATIVE APPROACHES TO SOUTH-SOUTH COOPERATION

- 3.1 Development of innovative approaches that have substantially expanded South-South cooperation (especially in terms of intra-South cooperation in trade, investment and finance, industry and enterprise development, agriculture and food security, environment and energy, health and population, information and communication).
- 3.2 Successful practices identified, compiled and disseminated for possible replication (to the extent possible, specify experiences replicated).
- 3.3 Innovative approaches to mobilizing resources for South-South cooperation (including from developing-country governments, donors under triangular arrangements, and other sources).
- 3.4 Innovative approaches to broadening partnerships for South-South cooperation, especially with the private sector and NGOs.