SOUTH-SOUTH COOPERATION (SSC) plays an indispensable role in today’s development landscape. It represents a shared vision among the peoples and countries of the South that is shaped by close historical realities, similar development pathways, as well as shared challenges. Every country has something to bring to the table in a common attempt to find and share solutions that are both cost-effective and easier to adapt to each country’s unique situation.

The 2030 Agenda and its Sustainable Development Goals acknowledge the critical role South-South cooperation plays in global development. So do other important global agendas, notably the Sendai Framework for Disaster Risk Reduction, the Paris Agreement on Climate Change, and the Addis Ababa Action Agenda on Financing for Development. Against this backdrop, the UN system has been enhancing its efforts to promote South-South cooperation, as an important complement to traditional development cooperation.

Since its creation, UNDP has worked with governments of the global South to maximize development impact and to accelerate poverty eradication. Prior to the 1978 Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (BAPA), UNDP convened a group of high-level thinkers and planners in Kuwait to outline the main issues to be considered at the conference. UNDP did this with the understanding that BAPA would be a decisive milestone in the evolution of a new international order and an opportunity for the global community to help release the creativity, experience, and capacities of the people of the South.

UNDP has a long history as a trusted knowledge broker, partnership facilitator, and a capacity development supporter for South-South and Triangular cooperation. We are committed to building on that legacy, leveraging on our established development expertise, global network, and presence and trusted partnerships in over 170 countries and territories. UNDP is also proud to host the UN Office for South-South Cooperation whose UN system-wide work complements UNDP’s country presence and its operational and programmatic outreach.

On the eve of the 2019 Buenos Aires Plan of Action conference, this publication reflects on UNDP’s contributions and experiences to date, and renews our commitment to the promotion of South-South and Triangular cooperation in support of sustainable development progress.

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**FOREWORD**

Achim Steiner  
Administrator  
United Nations Development Programme
OUR GLOBAL STRENGTHS

South-South Cooperation is at the heart of UNDP’s support to help countries achieve their development goals. UNDP is viewed as an effective interlocutor, leveraging its network of offices, policy centres and expertise at the regional and global levels to foster SSC and Triangular Cooperation (TtC).

Our extensive country presence and close local partnerships in more than 170 countries and territories help support country-led exchanges and partnerships in financing, technology, know-how, experience and expertise.

In implementing our Strategic Plan, UNDP offers integrated solutions in and across six Signature Solutions: poverty, governance, resilience, environment, energy and gender equality. These solutions are adaptable to specific development contexts such as widespread poverty, structural transformation or crisis and recovery. UNDP brings technical expertise to support strengthening institutional and policy capacities for countries to partner and share knowledge, scale up good practices and foster bilateral and regional partnerships for SSC and TtC. UNDP’s role is to provide an ‘integrator function’ to the 2030 Agenda, where our expertise is offered as a service to countries, the UN and other development partners, and to provide integrated policy advice and tools for a whole-of-government approach to the SDGs. This includes expanding cross-border, South-South learning and networking, including with UNOSSC.

New strategic initiatives, including a network of up to 50 Country Support Platforms and 60 Country Accelerator Labs, are being positioned as key vehicles to help identify, co-create, replicate and scale Southern development solutions. They will incorporate South-South learning and horizontal sharing of expertise into our operational approaches and related knowledge networks.

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UNDP will continue to provide support to countries in two key areas:

1. **FOSTERING AN ENABLING ENVIRONMENT AT COUNTRY AND REGIONAL LEVELS FOR SSC**
   - As the development architecture has continued to evolve, many countries are both recipients of development cooperation and active South-South partners. UNDP will continue to foster SSC and Tc at country and regional levels through its network of regional hubs and country offices to support countries, strengthen institutional and policy capacities for knowledge sharing, scale up good practices, and foster bilateral and regional South-South partnerships for SDG implementation.

2. **PROVIDING A SOUTHERN DEVELOPMENT SOLUTIONS NETWORK AND EXCHANGE**
   - UNDP will draw on its unparalleled global network to facilitate a global Southern development solutions network and exchange platform. Partnering among peer developing countries to exchange, replicate and adapt Southern development solutions is a context-savvy, sustainable and often cost-effective strategy to be pursued by countries and communities over time. UNDP will continue to support the systematic knowledge codification of Southern development solutions and offer SSMart as a facilitated space to access and exchange on these solutions and good practices.

With UNOSSC, UNDP is partnering with South-South Global Thinkers, bringing together 200 Southern think tanks from six networks to foster a creative dialogue with new thinking and evidence-based research on SSC and Southern development solutions. This partnership supports the production of 10 research studies, which will help to increase data and build knowledge about patterns, trends, flows, composition and the impact of SSC and Tc in implementing the SDGs.

### Results from UNDP’s Work on SSC

More than 100 of UNDP’s 130 Country Offices collaborated with national governments and other partners in SSC activities in 2018 and in doing so, supported partnerships with over 180 other countries through more than 900 initiatives. Building capacity for SSC at country and regional levels accounted for 53 percent of all initiatives, while our work also contributed to knowledge brokering (36 percent of initiatives) and facilitated partnerships in another 12 percent.

### UNDP as Knowledge Broker: A Global Exchange of Southern Development Solutions (SSMart)

UNDP established SSMart for Sustainable Development Goals, an online development solution exchange platform that enables partners to post their requests, search for solutions, share solutions, and collaborate.

**The platform:**
- supports the exchange and scaling-up of tested development solutions
- provides an opportunity for solution seekers to express their needs vis-à-vis particular development challenges
- offers a repository of evidence that can be used to inform the decisions of development organizations to supply technical assistance, capacity development services or any other kind of support that engaging partners may request, in line with national development plans and SDG priorities.

The platform currently features more than 60 high-quality Southern development solutions. It is free and open to all development stakeholders (governments, civil society organizations, UN agencies, the private sector and academia).

**Define needs**  
**Share solutions**  
**Match with solution provider**  
**Facilitate discussions**  
**Provide advice**

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### OUR SUPPORT GOING FORWARD

Building on our experience, comparative advantages and strengths, UNDP will continue to provide support to countries in two key areas:

1. **FOSTERING AN ENABLING ENVIRONMENT AT COUNTRY AND REGIONAL LEVELS FOR SSC**
2. **PROVIDING A SOUTHERN DEVELOPMENT SOLUTIONS NETWORK AND EXCHANGE**
Spreading the successful YouthConnekt model at continental level

Connecting youth across Africa to transform the continent

YouthConnekt was developed in Rwanda in 2012 with the aim of connecting young people to their role models, peers, resources, technologies, skills and economic opportunities. YouthConnekt helps reinforce an enabling environment for job-rich growth, strengthen and expand leadership and entrepreneurship skills, as well as productive youth employment opportunities for inclusive growth and social cohesion in Africa. UNDP Africa has supported the implementation of the YouthConnekt model in eight countries (Rwanda, DRC, Congo Brazzaville, Liberia, Zambia, Cape Verde, Gambia, and Uganda) and continues to scale up the programme across the continent, focusing on the following key areas:

- Strengthening the ecosystem for job-rich growth and transformation;
- Enhancing youth Social and Economic Participation and Leadership;
- Developing African Youth Businesses, Managerial Skills and Entrepreneurship;
- Promoting employment for African youth.

Brazil’s support + vocational training

Narrowing the skills gap and enhancing links among education and skills development, industries and labour markets

The Brazilian National Industrial Learning Service’s (SENAI) successful experience in improving the school-to-work transition inspired a partnership between UNDP, the Brazilian Cooperation Agency (ABC) and SENA to adapt this practice in several countries in Africa, Asia and Latin America. The partnership promotes economic and social development through local government’s capacity building to create and implement policies for vocational training of young people and adults. UNDP Brazil acts as a partnership facilitator and knowledge broker, providing programmatic and operational support to the Brazilian Government and its partners. With UNDP’s support, the following countries now have Vocational Training Centres in activity: Angola, Cape Verde, East Timor, Guatemala, Guinea-Bissau, Jamaica, Paraguay, Peru and São Tome and Principe. Based on these successful experiences, UNDP is supporting the establishment of a VTC in Haiti. The initiative will build VTCs with capacity to train 3,000 people per year in Haiti, covering the areas of civil construction, metalworking and information technology.
Bangladesh’s a2i (Access to Information) programme replication in the Maldives, Bhutan and Fiji
Decentralising access to public services and bringing information and services to citizens’ doorsteps

Since 2007, UNDP has worked with national partners to spark a drive for service innovation through seed support for pilot one-stop digital centres to extend reliable services to people’s doorsteps, thus saving the poorest citizens the expense of travelling long distances. Free public services include obtaining digitized land records, birth registrations, passports and applications for other government services. Fee-based private services include mobile financial services, insurance and job-related training. Nearly 5,300 centres now operate in every union council, municipality and city corporation, delivering more than 5 million services every month. More than 300 million services have been provided since 2010, while the time to obtain them has fallen by 85 percent, saving Bangladeshi citizens more than USD 1.5 billion.

In 2014, the Digital Centres received the World Summit on the Information Society Award from the International Telecommunication Union. More recently, the Government and non-government agencies from the Maldives, Bhutan and Fiji have entered into partnerships with a2i to replicate some of its successful initiatives, including the digital centre initiative. Discussions are underway with government and development agencies in other countries to replicate the model facilitated by the South-South Network for Public Service Innovation (SSN4PS).

Tunisian and Palestinian police collaborate to implement community policing
Using softer bottom-up strategies and seeking ways to create a force that provides effective policing

UNDP’s Programme of Assistance to the Palestinian People (PAPP) and UNDP Tunisia facilitated a collaboration between the Palestinian Civil Police (PCP) and the Tunisian police to exchange experiences implementing the community policing concept. A Tunisian representative participated in a workshop in Palestine and a delegation of Palestinian police representatives participated in the international conference organized in December 2018 by the Tunisian Ministry of the Interior on community policing. As a result of this South-South exchange, the PCP is applying, in the Jericho district, the approach taken by its Tunisian counterparts to establish local advisory committees made up of police officers and the local community. This will help identify the security priorities of the area and develop a local security plan to address security threats and identify possible solutions. The plan will be jointly implemented by the police and civilians.

Tax Inspectors Without Borders (TIWB) from a South-South approach
Helping developing countries raise a fair share by bolstering domestic revenue collection through improved tax audit capacities

Tax Inspectors Without Borders (TIWB), a joint UNDP and OECD initiative, supports countries to build their tax audit capacities. With an increased focus on SSC, TIWB enables developing countries to increase their domestic revenues to implement the SDGs. With 52 programmes in 32 countries worldwide to date and with 24 upcoming programmes, the steady rise in demand for TIWB assistance has been matched by a corresponding rise in collaboration by ‘partner’ administrations. These tax administrations provide in-kind support to TIWB by sending their own experts to assist developing countries. The initiative has five such South-South programmes in Kenya-Botswana; South Africa-Zambia; India-Eswatini; Nigeria-Liberia; and Mexico-Colombia. In addition, TIWB has two South African experts assisting Uganda and Botswana. Every dollar allocated to TIWB programmes generates more than USD 100 in revenues for countries receiving assistance. TIWB assistance programmes have already helped to generate an additional USD 445 million in tax revenues for developing countries.
Connecting Caribbean islands to boost disaster risk reduction (DRR)
Sharing tools, methods and procedures for helping susceptible communities

Cuba possesses strengthened capacities for DRR, with an emphasis on local-level empowerment of territorial governments, connecting actors and community participation. UNDP and Cuba have implemented a cooperation programme to promote effective governance at the local level for disaster risk reduction, early warning, integral management of natural resources, strengthening the cross-sector approach, developing resilient human settlements and supporting local production of construction materials. A set of tools, methods and procedures that incorporate risk management and adaptation to climate change in sustainable development strategies and in disaster prevention and response plans, including the systematization of the South-South transfer process, have been developed through the programme. These efforts have received support from partners such as the European Union, Russia and the Swiss Agency for Development and Cooperation (COSUDE). Five Caribbean countries (Jamaica, Trinidad and Tobago, Guyana, Dominican Republic and the British Virgin Islands, in addition to the municipality of Talcahuano in Chile) are also accessing lessons and tools from Cuba’s Risk Reduction Management Centre (RRMC) and Early Warning Points (EWP) in vulnerable communities.

New Deal: Fragile-to-Fragile (f2f) Cooperation
Fostering Southern solidarity for peace and development and the 2030 Agenda

In 2018, UNDP, with the participation of UN-OSSC, held an f2f workshop in Freetown, Sierra Leone, on New Deal tools, supporting implementation of the 2030 Agenda. The workshop provided an opportunity for the countries invited (Central African Republic, Comoros, Democratic Republic of the Congo, Guinea, Guinea-Bissau, Liberia, São Tomé and Príncipe, Sierra Leone, Somalia and Timor-Leste) to share experiences and technical knowledge on these tools, including fragility assessments, mutual accountability frameworks and compacts, recovery and peacebuilding assessments, and conflict and development analysis, with a particular focus on how these tools support national development planning and achievement of the 2030 Agenda. The New Deal framework, in tandem with the 2030 Agenda, has helped to support stabilization, reconstruction and development efforts by establishing dialogue forums, coordination and accountability mechanisms. The initiative encourages work at the sub-regional level, including cooperation with the African Union, ECOWAS, ASEAN, the Commonwealth and other key regional partners, to continue fostering f2f exchanges.
Two oceans, six countries, three distinct languages: the nations of Cabo Verde, Comoros, the Maldives, Mauritius, São Tomé and Príncipe, and Seychelles - all SIDS located in the Atlantic and Indian Oceans (AIO) - differ greatly by size and level of economic development. However, they face similar challenges relating to: the scarcity and contamination of freshwater supplies; over-exploitation and poor management of groundwater resources; increasing pressure on agricultural production; and rapidly disappearing biodiversity. In response, UNDP and UN Environment Programme partnered to address the urgent need for integrated water resources management (IWRM) to improve water use efficiency in the Atlantic and Indian Ocean SIDSs. With Global Environment Facility (GEF) financing, the initiative supported each country to demonstrate one innovative approach for achieving IWRM, which allowed the six SIDS to see and learn from the results of six different approaches through South-South exchanges. For example, farmers in Colona-to, Cabo Verde were trained on micro-irrigation kits and agricultural production that used wastewater via a micro-drip irrigation system. Comoros and São Tomé and Príncipe significantly improved the catchment of Mutsamudu River basin through major river clean-up activities, followed by a solid waste management system that engaged communities, the army, the municipality and the regional government. The Maldives installed an integrated water supply system with rainwater harvesting and desalination to improve agricultural practices and prevent pollution from fertilizers. The successful IWRM demonstration had verifiable climate benefits and catalysed further funding from the Green Climate Fund (GCF) to replicate the practice on more than 20 other islands. Mauritius strengthened its groundwater monitoring capacity to improve conjunctive management of groundwater and surface water resources and to protect the Northern Aquifer from saltwater intrusion. Through the combined efforts of these six SIDS, nearly 100,000 community members benefitted from improved water quality, reduced poverty, improved health outcomes, and positive environmental benefits. Since then, São Tomé and Príncipe has enacted its first Water Act, based on the IWRM approach. The Seychelles developed a national water policy, a national IWRM plan and a draft national water act to institutionalize IWRM principles in water management. In the Maldives, the Government’s cabinet developed and endorsed a national water and sewerage policy.

Integrated water resource and wastewater management in Atlantic and Indian Ocean Small Island Developing States (SIDS)

Strengthening the commitment and capacity of countries to implement an integrated approach to managing freshwater resources and to plan and manage their aquatic resources and ecosystems sustainably

Through the combined efforts of six SIDS, nearly 100,000 community members benefitted from:

- Improved water quality
- Reduced poverty and better health
- Environmental benefits
Ghana has increased the share of electricity delivered to households from less than 40 percent in 2000 to 60 percent in 2010. Today, nine years later, more than 70 percent of households nationwide have access to electricity. However, this national average masks a striking urban-rural disparity, as only 40 percent of rural households have access to electricity. Similarly, in Zambia, most rural areas are not connected to the national grid and only three percent of the rural population has electricity. To help rural communities in Ghana and Zambia gain access to electricity, UNDP, with funding from Denmark, initiated a trilateral cooperation on renewable energy technology (RET) transfer with China, Ghana and Zambia, partnering with Ghana’s Energy Commission, China’s Ministry of Science and Technology and Zambia’s Department of Energy. UNDP Country Offices in Accra, Beijing and Lusaka serve as knowledge brokers by providing a platform to coordinate partners, facilitate knowledge exchange events, forge stakeholder alliances (including with the private sector) and promote development of demonstration projects for RET transfer. Development of databases on RET transfer solutions, coupled with an online matchmaking platform (in both Chinese and English), has expedited knowledge transfer. As a result of this effort, Ghana finalized its National Level Renewable Energy Master Plan for parliamentary approval. Zambia is also working on its energy strategy. In addition, alliance technology companies and research institutes, which are supporting RET transfer in Ghana, Zambia and other African partner countries, have been set up in China. Annual trainings on solar, hydro and biogas technologies and key processes of system design for stakeholders have helped remove knowledge barriers to RET transfers. Discussions are underway on replicating the projects in other countries.
Western Balkans - Regional Security Sector Reform Platform (RSSRP) with gender focus

Best practices from the Western Balkans on gender mainstreaming in security sector reform and eliminating violence against women and girls

Developed and run by UNDP’s South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC), the RSSRP is a knowledge-sharing mechanism that facilitates experience-sharing and peer-to-peer learning among top experts in the Western Balkans and their counterparts around the globe in niche areas of arms control and gender equality in security sector reform. Since its inception, the RSSRP has supported more than 20 deployments of approximately 50 experts in more than 10 countries, including eight RSSRP gender experts working for Ministries of Defence and Armed Forces in the Western Balkans. These experts provided training courses on gender equality, including topics such as tackling sexual and gender-based violence and mainstreaming gender into arms control defence policies, given to 15 officers from the Armed Forces of Ghana, Kyrgyzstan, Moldova, Nigeria, Uganda and Rwanda.

The Youth Leadership Programme (YLP) in the Arab States region

Empowering young leaders in the global South to become agents of change

The YLP offers one of the region’s most dynamic networks, targeting the intersection of youth, innovation and sustainable development. With a diverse set of partners at the national and regional levels across 14 countries, YLP offers an opportunity to reach women from marginalized backgrounds. The programme has used innovative approaches such as behavioural insights, artificial intelligence and blockchain technology to educate and inspire 5,000 youth, especially young women. The aim is to increase the scope of the programme’s outreach fivefold over the coming year, with a continued focus on young women.