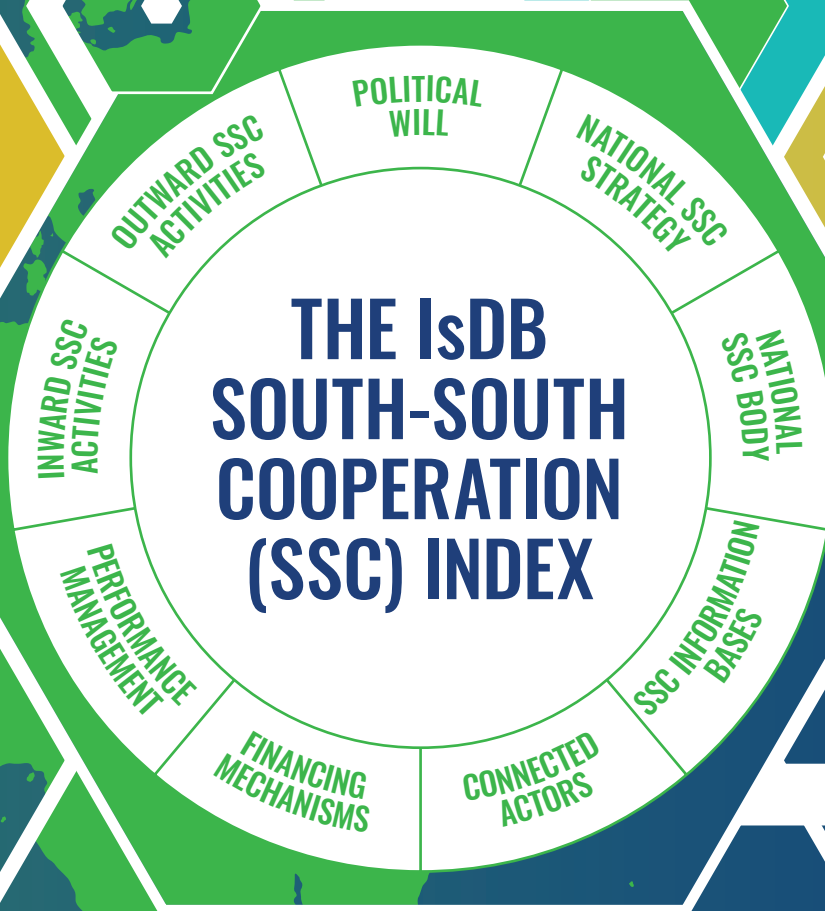



IsDB



البنك الإسلامي للتنمية
Islamic Development Bank





The IsDB SSC Index is a composite measure that assesses the existence, effectiveness, and growth of each element of the SSC national ecosystem of a Southern country, plus the scale and diversity of its SSC activities.

This document was developed by the Islamic Development Bank (IsDB) based on its framework of the National Ecosystems for South-South and Triangular Cooperation with valuable inputs from its partners including UNCTAD and the UN Office for SSC. The document was authored by Riad Ragueb, Abdul Majid Khan, Aminuddin Matt Ariff, Faquaruddin Mehmood, Moncef Soudani, Muntasir Hamid Ahmed and Sameh Hussein of the Reverse Linkage Division of the Islamic Development Bank.

PREPARED BY:
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2023

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CONTENTS

◆	INTRODUCTION	03
⬡	1. BACKGROUND, RATIONAL AND OVERALL OBJECTIVE	04
	Background	04
	Rationale	04
	Overall Objective	05
	Preparation Process	05
⬡	2. DIMENSIONS AND INDICATORS OF THE IsDB SSC INDEX	06
	Overview	06
	Dimension 1: Political Will	07
	Dimension 2: National SSC Strategy	09
	Dimension 3: National SSC Body	11
	Dimension 4: SSC Information Bases	12
	Dimension 5: Connected Actors	14
	Dimension 6: SSC Financing Mechanisms	16
	Dimension 7: SSC Performance Management	18
	Dimension 8: Inward SSC Activities	20
	Dimension 9: Outward SSC Activities	21
⬡	3. SCORING AND WAY FORWARD	22
	Scoring Table	22
	The Way Forward	24
◆	REFERENCES	25





ACRONYMS

BAPA	Buenos Aires Plan of Action
IsDB	Islamic Development Bank
MDBs	Multilateral Development Banks
SDGs	Sustainable Development Goals
SSC	South-South Cooperation
SSTrC	South-South and Triangular Cooperation
TrC	Triangular cooperation
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	South-South Cooperation
UNOSSC	United Nations Office for South-South Cooperation



INTRODUCTION

The Islamic Development Bank (IsDB) stands out among multilateral development banks (MDBs) as the only major MDB to have a fully Global South membership and shareholder base. IsDB is essentially a ‘South-South’ bank, uniting its members with the desire to address the challenges facing humanity together.

Since 2019, IsDB has been promoting a new institutional arrangement framework for South-South and Triangular Cooperation (SSTrC), which was launched through the publication entitled “Developing National Ecosystems for SSTrC in IsDB Member Countries to Achieve Agenda 2030 for Sustainable Development”.

On the other hand, South-South Cooperation (SSC) is witnessing both a growing international consensus on its importance and a broadening of its definition. SSC has also been useful in developing human capacities and, to some extent, institutional capacities. However, SSC outputs are far from reaching their full potential, especially at the national level. One obvious obstacle has been the lack of a universal mechanism for measuring and evaluating the scale and effectiveness of SSC efforts.

To address this obstacle, the IsDB team proactively developed this document on the “*IsDB South-South Cooperation (SSC) Index*”, which has been peer-reviewed by relevant partners such as the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Office for South-South Cooperation (UNOSSC).

The IsDB SSC Index is a composite measure that assesses the existence, effectiveness, and growth of each element of the SSC national ecosystem of a Southern country, plus the scale and diversity of its SSC activities.

It is worth noting that this document does not include real SSC-related data from Southern countries nor from international organizations. However, the definition of the SSC Index can now be used by the Southern countries to undertake voluntary and self-managed assessments of their South-South Technical Cooperation.

IsDB ONLINE ACADEMY FOR SOUTH-SOUTH COOPERATION



<https://www.isdb.org/reverse-linkage/global-positioning/isdb-online-academy-for-south-south-cooperation>



1: BACKGROUND, RATIONALE, AND OVERALL OBJECTIVE

BACKGROUND

The mission of IsDB is to promote comprehensive human development, with a focus on the priority areas of alleviating poverty, improving health, promoting education, improving governance, and prospering the people.

IsDB stands out among multilateral development banks (MDBs) as the only major MDB to have a fully Global South membership and shareholder base. IsDB is essentially a “South–South” bank, uniting its members with the desire to address the challenges facing humanity together.

IsDB has a long-standing history of promoting SSC and SSTRc as an effective means of exchanging knowledge and expertise. It was on basis of this experience that IsDB, in collaboration with its member countries, submitted a position paper to the Second UN High-Level Conference on South–South Cooperation (BAPA+40 Conference) in March 2019. The paper advocated establishing a complete national ecosystem, including a national body, for SSTRc [Reference 1].

To operationalize the framework of national ecosystems for SSTRc, IsDB also formulated the “Capacity Development Program for Enhancing National Ecosystems for SSTRc in IsDB Member Countries”, which was approved in December 2019. This was followed by developing the “Assessment Framework for National Ecosystems for SSTRc”, which was released in September 2020 [Reference 2].

The Working Group on Measurement of Development Support, set up by the Inter-Agency and Expert Group on SDG Indicators (IAEG-SDGs), established a subgroup dedicated to SSC in October 2020. The objective of the subgroup was “to advise the Working Group on how best to address South-South Cooperation in the context of measuring progress against SDG target 17.3”. UNCTAD was the secretariat of this subgroup and, hence, coordinated the development of the “Conceptual Framework for Measuring SSC for SDG Target 17.3” in a process that was led by the countries of the South [Reference 3].

The abovementioned conceptual framework categorizes and groups the activities of SSC. It also identifies elements which are appropriate for their measurement and monetization. At its 53rd session, held in March 2022, the United Nations Statistical Commission welcomed the development of an initial conceptual framework for the measurement of SSC and requested that further work on this, including on

THE IsDB SSC INDEX AIMS AT ASSESSING THE EXISTENCE, EFFECTIVENESS, AND GROWTH OF EACH ELEMENT OF THE SSC NATIONAL ECOSYSTEM OF A SOUTHERN COUNTRY, PLUS THE SCALE AND DIVERSITY OF SSC ACTIVITIES.

global reporting and capacity-building, be enabled by the co-custodianship of UNCTAD and led by countries from the Global South [Reference 4].

Against the above background, IsDB, by defining the SSC Index, and UNCTAD, through finalizing the Conceptual Framework for Measuring SSC for SDG Target 17.3, are providing two complementary instruments for advancing the measurement of SSC. While the framework focuses on measurement and monetization of SSC activities, the IsDB SSC Index aims at assessing the existence, effectiveness, and growth of each element of the SSC national ecosystem of a Southern country, plus the scale and diversity of its SSC activities.

RATIONALE

SSC aims to give Southern countries an alternate channel of development, complementing financial aid from Northern countries and exposing Southern countries to knowledge and expertise that could be relevant. SSC also implements the principles of mutual benefit, non-conditionality, and respect for national sovereignty.

The framework of operational guidelines on UN support to SSTRc (2012) defines SSC 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. South-South cooperation is not a substitute for, but rather a complement to, North–South cooperation” [Reference 5].

The Conference of the Global South held in Buenos Aires in 1978 produced the Buenos Aires Plan of Action (BAPA), which established the principles of technical cooperation among developing countries. In 2015, the 2030 Agenda for Sustainable Development was adopted by the UN General Assembly. Under the

globally endorsed Sustainable Development Goals (SDGs), enhancing SSC is part of SDG-17.

Thus, SSC is witnessing both a growing international consensus on its importance and a broadening of its definition. SSC has also been useful in developing human capacities and, to some extent, institutional capacities. However, SSC outputs are far from reaching their full potential, especially at the national level. One example that highlights such deficiency is the modest number of only six Southern countries that were able to graduate from the Least Developed Country (LDC) category over more than four decades [Reference 6 and 7].

Attributing the unsatisfactory outputs of SSC to a single reason would be difficult. As with any system, weak outputs could be due to limited inputs (in terms of financial and human resources), the inefficiency/absence of some parts of the system, or misalignment with national strategic objectives.

One obvious obstacle has been the lack of a global mechanism for measuring and evaluating the scale and effectiveness of SSC efforts. In fact, since SSC came into existence, it has been lacking an agreed framework until the recent developments took place. In the meantime, other indexes have been created, such as:

- The Human Development Index (HDI), which was created in 1990 to emphasize the role of people in the development of a country [Reference 8].
- The Global Innovation Index (GII), which was created in 2007 to promote innovation-led growth [Reference 9].

Those two indexes focus on certain enablers of human and economic development, such as people and innovation. The SSC community lacks a similar comprehensive index that would help to increase the focus on SSC as an alternate route of development.

Without an SSC monitoring mechanism, the countries concerned have neither been able to keep track of their own performance over time nor to benchmark their performance against others to draw lessons and take corrective actions. Thus, the problem and consequences of not having a universal SSC monitoring mechanism ultimately hindered the progress of SSC and its benefits.

OVERALL OBJECTIVE

The IsDB SSC Index aims to measure the scale and diversity of the SSC activities of a country as well as the maturity level of its SSC ecosystem. Specifically, the Index will be a composite measure that assesses the existence, effectiveness, and growth of each element of the SSC ecosystem, plus the scale of SSC activities.

The IsDB SSC Index includes the following dimensions: SSC-related political will, national strategy, information bases, stakeholder participation, technical

cooperation agency profile, financing mechanisms, SSC interventions, and monitoring mechanisms.

Within each dimension, the IsDB SSC Index includes a specific set of indicators. The indicators are mainly qualitative.

It is worth noting that the scope of SSC has been expanding and nowadays some literature includes aspects such as trade, foreign direct investment, and mobility of labor under SSC. However, the IsDB SSC Index is meant to assess the performance of the Southern country concerned in South-South Technical Cooperation.

PREPARATION PROCESS

The definition of the IsDB SSC Index resulted from the following steps:

- i. Identifying the essential dimensions of the IsDB SSC Index by consolidating the “Conceptual Framework for Measuring SSC for SDG Target 17.3” and the “Assessment Framework for National Ecosystems for SSC”, while unifying the presentation format of each dimension and balancing the levels of detail.
- ii. Examining, through empirical evidence, the relevance of the identified dimensions.
- iii. Determining the weighting factor of each dimension.
- iv. Inviting technical cooperation agencies from selected Southern countries, the UN entities concerned, and relevant international organizations to review the definition of the IsDB SSC Index.
- v. Undertaking a final review of the definition of SSC Index.
- vi. Endorsing the definition of the SSC Index by IsDB.

The above steps did not entail collecting real SSC-related data from Southern countries or international organizations. However, the definition of SSC Index can now be used by the Southern countries to undertake voluntary and self-managed assessment of their South-South Technical Cooperation. The independence and objectivity of such assessment can be ensured by involving specialized consultants and considering the views of many SSC stakeholders.

Furthermore, the comparability of the scores across countries is ensured by requesting all the countries to apply the same scoring scheme, which is one of the aims of this document. As elaborated in the following sections, the definition of the SSC Index entails nine dimensions, 37 performance indicators, and numerous questions. As such, proper application of the SSC Index reasonably ensures accuracy of the respective overall country score.



2: DIMENSIONS AND INDICATORS OF THE ISDB SSC INDEX

OVERVIEW

The IsDB SSC Index is a composite measure that assesses the existence, effectiveness, and growth of each element of the SSC national ecosystem of a Southern country and the scale and diversity of its SSC activities.

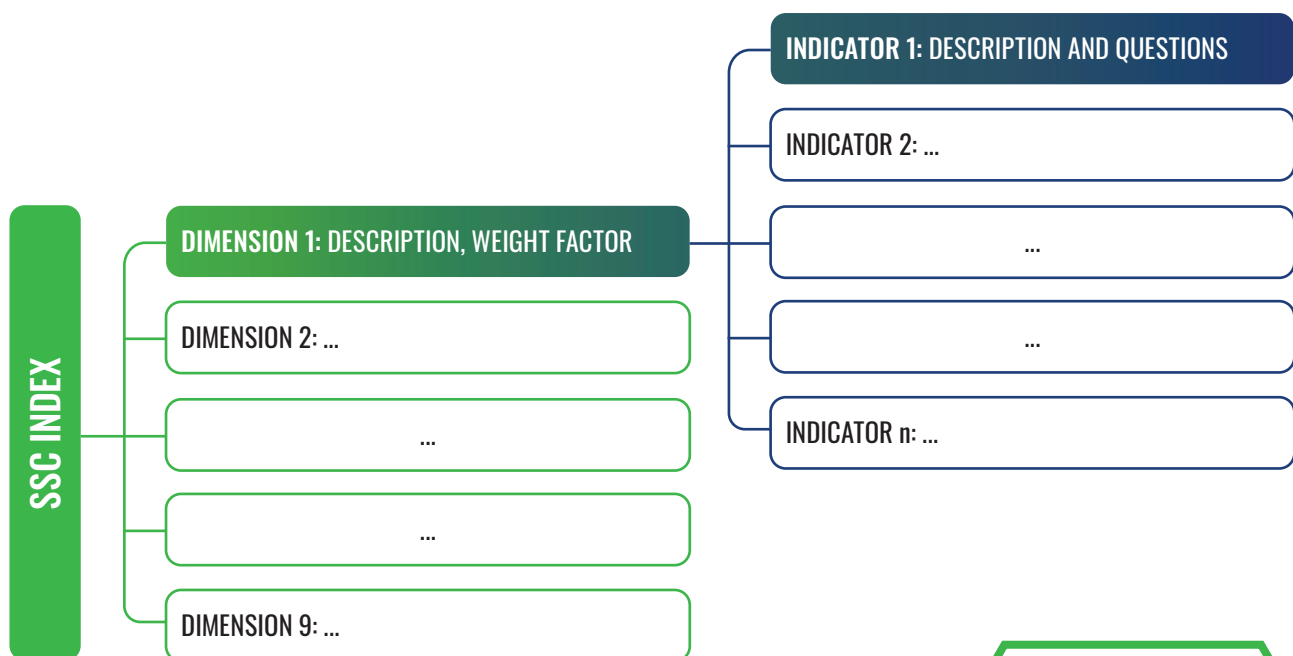
To that end, the following nine dimensions were included in the IsDB SSC Index: SSC-related political

will, national strategy, information bases, connected actors, technical cooperation agency profile, financing mechanisms, monitoring mechanisms, inward SSC activities, and outward SSC activities.

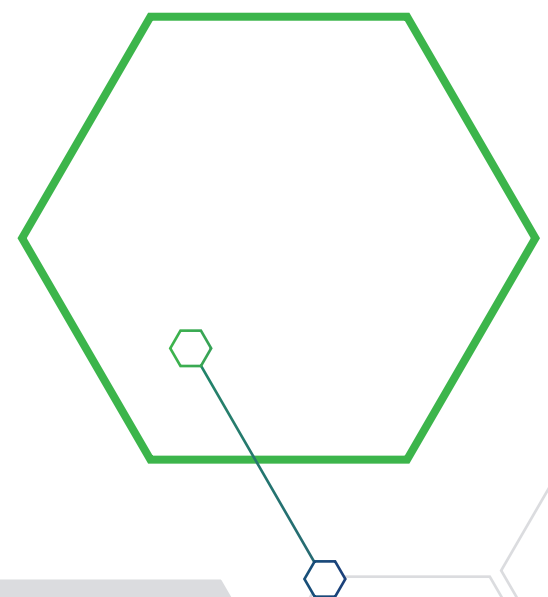
Within each dimension, the IsDB SSC Index includes a specific set of indicators. The indicators are mainly qualitative and measured by posing sets of questions.

The conceptual structure of the SSC Index is illustrated in the following diagram:

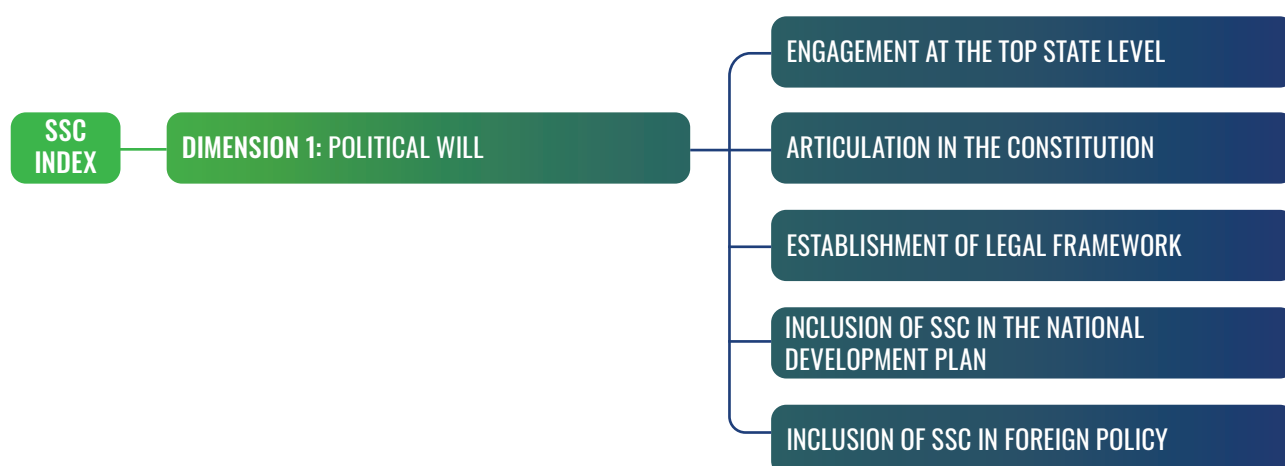
FIGURE 1: THE CONCEPTUAL STRUCTURE OF SSC INDEX



NINE DIMENSIONS WERE INCLUDED IN THE ISDB SSC INDEX: SSC-RELATED POLITICAL WILL, NATIONAL STRATEGY, INFORMATION BASES, CONNECTED ACTORS, TECHNICAL COOPERATION AGENCY PROFILE, FINANCING MECHANISMS, MONITORING MECHANISMS, INWARD SSC ACTIVITIES, AND OUTWARD SSC ACTIVITIES.



DIMENSION 1: POLITICAL WILL



DESCRIPTION

Political will is the desire of leaders to help other countries and be helped by other countries for mutual benefit, as well as to contribute to addressing regional and global development challenges.

At the global level, strong political will is expected to influence the landscape of SSC. In other words, such inclinations provide leadership positions with respect to SSC, along with the impetus for international organizations to perform the roles of facilitator and connector in SSC interventions.

POLITICAL WILL IS THE DESIRE OF LEADERS TO HELP OTHER COUNTRIES AND BE HELPED BY OTHER COUNTRIES FOR MUTUAL BENEFIT, AS WELL AS TO CONTRIBUTE TO ADDRESSING REGIONAL AND GLOBAL DEVELOPMENT CHALLENGES.

PERFORMANCE INDICATORS AND QUESTIONS

ENGAGEMENT AT THE TOP STATE LEVEL

This criterion refers to the engagement of the top level of the country (head of the state, government, etc.) in driving the SSC agenda and in furthering the country's experience and efforts in the development of SSC. The political commitment and involvement of developing country leaders are necessary for ensuring that legal, institutional, and policy arrangements will fully enable and guide smooth institutionalization and operationalization of national SSC activities. This is probed with the following questions:

- To what extent is there awareness of SSC principles and benefits at the country's top state level?
- How is the engagement of the top-level leadership of the country translated into action?
- To what extent do national leaders refer to SSC principles in their speeches?
- Is SSC on the agenda of leaders in their official country visits?
- To what extent do the actions taken by the political leadership contribute to instilling SSC values and principles¹ in national institutional frameworks (such as the constitution, legal framework, or development plan)?
- What is the level of the country's participation in international fora related to SSC?

¹ The initial set of South–South Cooperation principles was enshrined in the Final Communique of the 1955 Bandung Asian–African Conference. These principles are highlighted in a South Centre article that can be accessed here: <https://www.southcentre.int/question/visiting-the-1955-bandung-asian-african-conference-and-its-legacy/>. The full Final Communique is available here: https://www.cvce.eu/en/obj/final_communique_of_the_asian_african_conference_of_bandung_24_april_1955-en-676237bd-72f7-471f-949a-88b6ae513585.html

ARTICULATION IN THE CONSTITUTION

This criterion refers to the incorporation of SSC in the constitution of the country. Such inclusion reflects that the country is institutionally committed to being active in SSC as both provider and recipient. It also reflects that the use of SSC is not linked to one person; rather, it is institutionalized at the national level. This is probed with the following questions:

- Is SSC reflected in the constitution of the country?
- If SSC is reflected in the constitution of the country, how is it reflected?
- To what extent are the provisions referring to SSC in the constitution likely to meet the ambitions of the country?

ESTABLISHMENT OF LEGAL FRAMEWORK

This criterion refers to the existence of a national policy framework for SSC. This can be established through laws, decrees, and regulations adopted by the country. The criterion examines the cascading of the constitution into legislation. It also reflects the first step in translating political will into action. This is probed with the following questions:

- Are there provisions within the legal framework of the country (i.e., laws, decrees, and regulations) for engaging in SSC?
- How comprehensive is the legal framework set by the country for SSC development?
- Are there incentives to promote the use of SSC by various stakeholders in light of the legal framework?
- Is there a process for reviewing the SSC framework?

INCLUSION OF SSC IN THE NATIONAL DEVELOPMENT PLAN

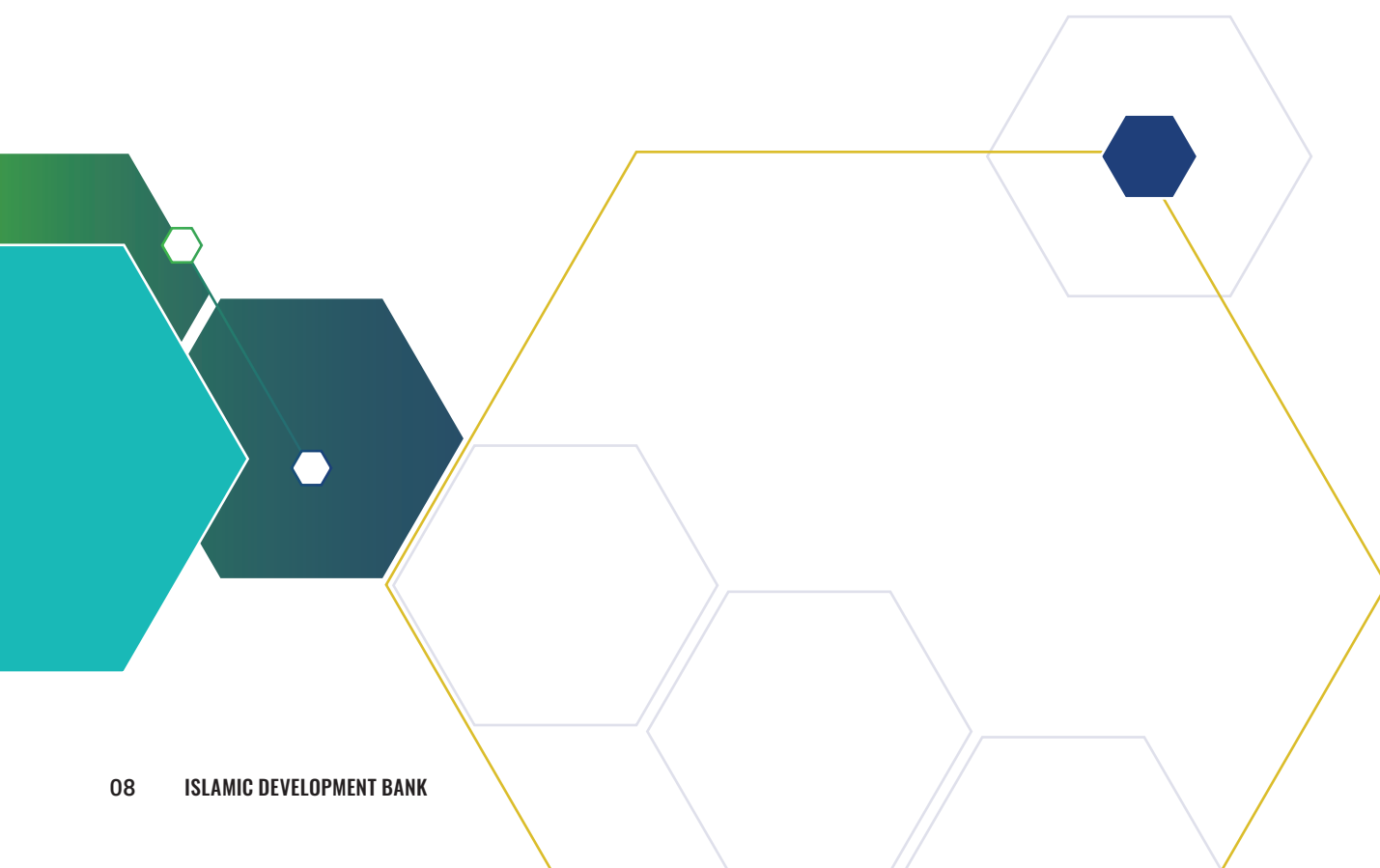
This criterion refers to how political will is manifested in the country's national development plan. The plan should have a substantive role for SSC in achieving the national development goals. This may guide the work of public institutions and private agencies to catalyze their SSC initiatives. This is probed with the following question:

- To what extent is SSC reflected in the national development plan?

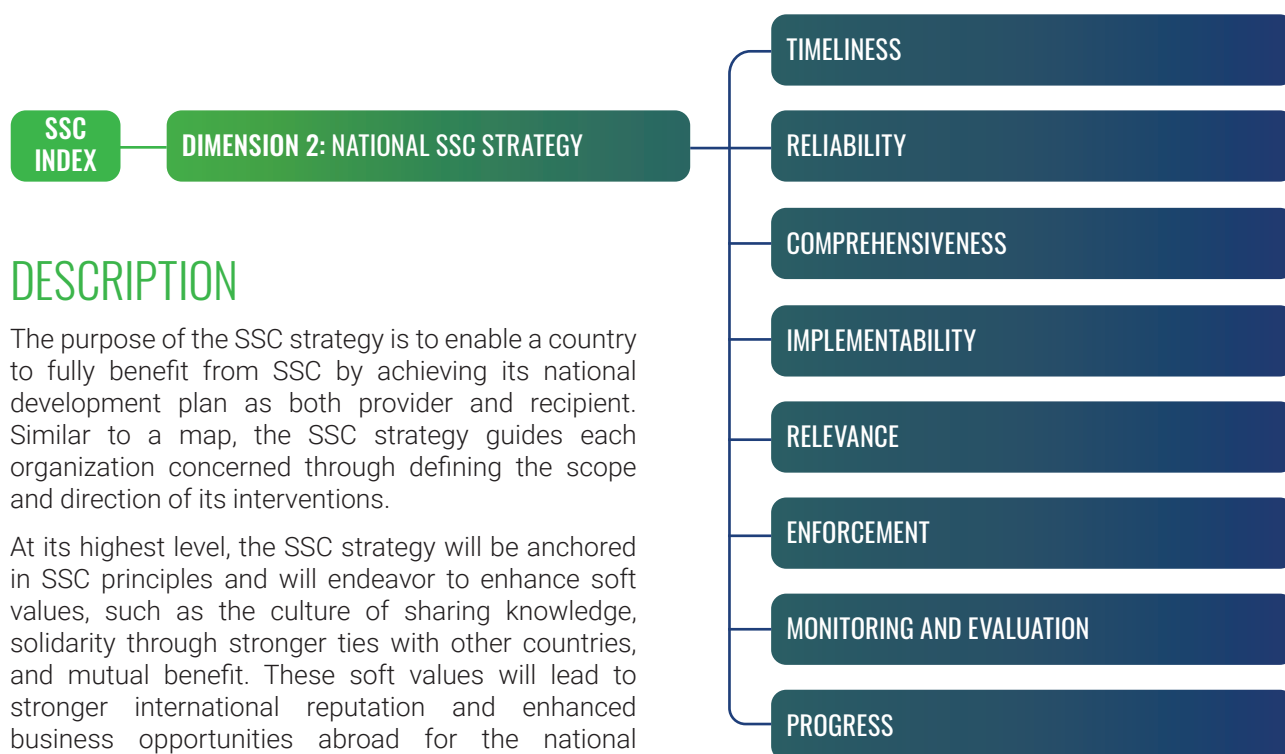
INCLUSION OF SSC IN FOREIGN POLICY

This criterion refers to how political will is incorporated in the country's foreign policy, which should have a substantive role for SSC in achieving the country's international goals. This may guide the work of public institutions and private agencies to catalyze their SSC initiatives. This is probed with the following questions:

- To what extent is SSC reflected in foreign policy or in international cooperation strategies?
- Do the country's foreign affairs practices actually rely on SSC as an effective engagement approach?



DIMENSION 2: NATIONAL SSC STRATEGY



DESCRIPTION

The purpose of the SSC strategy is to enable a country to fully benefit from SSC by achieving its national development plan as both provider and recipient. Similar to a map, the SSC strategy guides each organization concerned through defining the scope and direction of its interventions.

At its highest level, the SSC strategy will be anchored in SSC principles and will endeavor to enhance soft values, such as the culture of sharing knowledge, solidarity through stronger ties with other countries, and mutual benefit. These soft values will lead to stronger international reputation and enhanced business opportunities abroad for the national stakeholders and the country at large.

The SSC strategy should be based on a rigorous analysis of the political, economic, social, and technological contexts and their predicted changes. This analysis should answer key questions, including the following: (i) what expertise and solutions are required to address the country's first-order challenges; (ii) which countries can provide them; (iii) how do the country's competencies best serve its overall development strategy and international cooperation agenda; and (iv) where can the country create a strong presence and image in line with its foreign affairs agenda?

All stakeholders, including resource centers, line ministries, private sector employees, and civil society organizations, should be involved in both contextual analysis and answering of the key questions of the SSC strategy. The large stakeholder map creates a menu of choices and establishes specific SSC strategic objectives. Selection criteria based on criticality and feasibility should be applied.

The SSC strategy could be a standalone document or part of a wider international cooperation document of the country.

PERFORMANCE INDICATORS AND QUESTIONS

TIMELINESS

The SSC strategy will be implemented in a highly dynamic environment based on the country's demands

and offerings, as well as SSC stakeholder priorities. Its currency is probed with the following questions:

- Was the SSC strategy prepared during the last five years?
- When was the last revision of the SSC strategy?

RELIABILITY

The SSC strategy is meant to determine the volume, scope, and direction of SSC activities for several years to come. Therefore, the reliability assessment determines whether the strategy formulation was based on a thorough analysis of reliable and well-validated information gathered from various sources. This is probed with the following questions:

- Was there a specific institution leading the formulation of the SSC strategy?
- To what extent was the strategy based on complete and accurate contextual analysis?
- To what extent did the strategy formulation involve wide consultation with a range of stakeholders?
- Was the strategy reviewed and formally endorsed by the relevant national authority?

COMPREHENSIVENESS

The scope of SSC is particularly wide, with substantial potential to impact development. SSC can be used to obtain assistance from and/or offer assistance to other countries. Assessing comprehensiveness determines to what extent a strategy considers the entire potential of SSC. This is probed with the following questions:

- Does the strategy determine domains for SSC in only one direction or in two directions (i.e., recipient and provider)?
- Does the strategy cover only technical cooperation, or does it cover other sorts of cooperation as well (e.g., economic cooperation or trade)?
- Does the strategy identify specific countries with whom to cooperate?
- Does the strategy specify selected sectors on which to focus?
- Does the strategy specify key international partners with whom to cooperate?

IMPLEMENTABILITY

The real value of the SSC strategy results from its successful implementation. Therefore, the strategy should specify the necessary factors for such successful implementation. Assessing implementability determines to what extent the strategy elaborates on the implementation aspects. This is probed with the following questions:

- Is there a budget allocated for the implementation of the strategy?
- Does the strategy include critical factors for success?
- Does the strategy determine critical activities related to these critical factors for success?
- Does the strategy introduce key performance indicators (KPIs)?
- Has the strategy been translated into a detailed action plan?

RELEVANCE

The SSC strategy should contribute to achieving the national development plan. To that end, assessing its relevance determines the extent to which the strategy is a good reflection of the country's strengths and weakness, as well as the extent to which the strategic targets are achievable. This is probed with the following questions:

- Is the aspiration reflected in the strategy in line with the current realities of the country?
- Does the strategy address the country's needs as identified in its development plan?

- Does the strategy indicate the country's capacity and expertise and the resources it can share with other countries through its resource centers?

ENFORCEMENT

The SSC strategy should be formally endorsed by the relevant national authority, and the overall coordination of its implementation should be entrusted to the relevant entity. Institutional accountability and individual leadership should initiate implementation. Assessing enforcement examines these aspects using the following questions:

- Is the strategy supported by a law, regulation, or resolution that enforces its implementation?
- What is the level of accountability of the entity entrusted with the overall coordination of the implementation of the strategy?
- How does individual leadership among the concerned stakeholders drive implementation of the strategy?

MONITORING AND EVALUATION

Even in a dynamic environment, the progress of a strategic plan can be easily hindered if implementation is not systematically monitored. Assessing the monitoring mechanisms examines the effectiveness of SSC strategy implementation using the following questions:

- Is there a systemic process for collecting performance indicators?
- Does the performance review result in corrective actions?
- Is the performance review conducted by an independent entity?

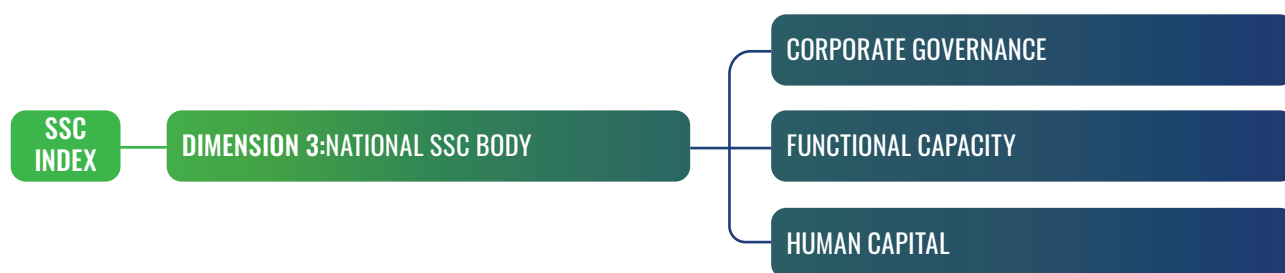
PROGRESS

This criterion examines the actual progress of a strategy as another piece of evidence of its relevance to the country and the concerned entities. It is probed with the following questions:

- Is the completion ratio of the strategy implementation satisfactory?
- Does the speed of implementation match the original plan?
- Does the cost of implementation match the original estimates?

² Resource centers, according to IsDB's definition, are national institutions that have proven expertise in one or more thematic areas and have the capability and capacity to work with institutions in other countries to help them solve their development challenges by sharing their know-how, expertise, and resources through solidarity-based, peer-to-peer exchanges.

DIMENSION 3: NATIONAL SSC BODY



DESCRIPTION

Countries of the Global South need to move from fragmented SSC activities scattered in different directions and driven by short-term needs to a more structured approach. This approach may be secured by establishing a national SSC body that coordinates and orchestrates the country's SSC activities.

Furthermore, the national SSC body may perform a dual role for the country as both provider and recipient. Hence, the SSC body may work on both the supply and demand aspects of developmental solutions from within the country and the South.

The national SSC body's main role will be to connect different pillars and partners of the SSC ecosystem by influence rather than authority, and its core competencies should include establishing partnerships, planning, negotiation, and project management. To this end, the national SSC body must lead a process of strategic negotiations with each SSC stakeholder to convince the stakeholders to undertake the necessary changes at their respective levels.

The national SSC body must build result-oriented partnerships with its peer institutions in other countries.

The SSC body may take different institutional forms, including the following: (i) a national committee; (ii) an organizational unit, such as a department or unit within an existing institution; or (iii) a standalone agency, which would be a fully developed institution that undertakes SSC activities with its staff and/or coordinates the work of others. In all cases, an SSC body should be staffed with a sufficient number of well-trained SSC specialists.

COUNTRIES OF THE GLOBAL SOUTH NEED TO MOVE FROM FRAGMENTED SSC ACTIVITIES SCATTERED IN DIFFERENT DIRECTIONS AND DRIVEN BY SHORT-TERM NEEDS TO A MORE STRUCTURED APPROACH.

ASSESSMENT CRITERIA AND QUESTIONS

CORPORATE GOVERNANCE

This criterion refers to the capacity of the national SSC body in terms of corporate governance, which affects its ability to deliver on its mandate in an effective and efficient manner. This is probed with the following questions:

- To what extent is the mandate of the SSC body comprehensive and relevant to the needs of the country?
- Does the SSC body have a vision/roadmap/business plan?
- Is there coherence between the vision, mandate, and business plan of the SSC body?
- To what extent does the SSC body have effective planning, monitoring, evaluation, and learning systems?
- Are the programs within the SSC reviewed and adjusted regularly to reflect changes in capacities and in the environment?
- To what extent is the setup of SSC decentralized at the national level?

FUNCTIONAL CAPACITY

This criterion refers to the functional capacity of the national SSC body to deliver its mandate in an effective and efficient manner. This ability can be described using the following questions:

- Does the SSC body have the complete functional structure required to implement its mandate?
- Does the SSC body consistently have sufficient resources for financing SSC activities?
- Does the SSC body have an adequate equipment and logistical service to deliver its mandate?
- Does the SSC body have the ability to build and maintain relationships with external partners?

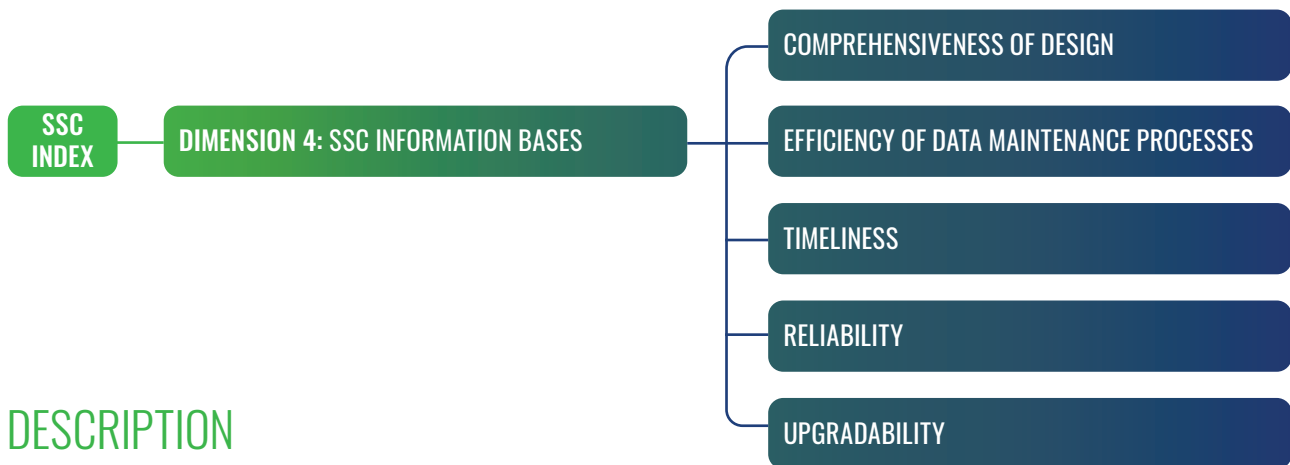
- To what degree does the SSC body have the ability to deliver an effective program on its core business, namely SSC?
- Does the SSC body have the required ability to mobilize funding for SSC interventions and programs?
- Does the SSC body benefit from sound procurement and recruitment systems?

HUMAN CAPITAL

This criterion refers to the capacity of the staff/management of the national SSC body to deliver on its mission in terms of their quality (skills, knowledge, and motivation) and quantity (required number). This is probed with the following questions:

- To what extent is the number of the specialized staff of the SSC body sufficient?
- To what extent is the number of the administrative staff of the SSC body sufficient?
- To what extent do the staff have the required technical expertise/background to undertake SSC activities?
- To what degree do the staff have the project management skills needed to coordinate and/or monitor SSC interventions?
- To what extent are the staff motivated, passionate, and working collectively to implement SSC activities?
- Is the institution guided by strong leadership in the field of SSC?

DIMENSION 4: SSC INFORMATION BASES



DESCRIPTION

The SSC information bases should serve the entire ecosystem for SSC, like fuel to a machine. In fact, they serve multiple purposes: monitoring the country's areas of comparative advantage; sharing information on trends and developments of SSC and transferable expertise, technology, and resources; identifying the demand for assistance; and disseminating SSC achievements and good practices.

The content of information bases may include country development indicators, national resource centers, rosters of experts, SSC national strategies, available technologies and developmental solutions, partners, SSC requests, SSC projects, and SSC mechanisms.

SSC information bases are not created solely by developing organization-wide IT systems. They also require a unified design of data objects, county-wide processes for data collection, and the delegation of relevant responsibilities to organizations and individuals as appropriate.

Once built, an SSC information base should have a centralized administration but many contributors. In other words, the timeliness of content, information base intelligence, and the ability to relate data objects to each other so that new SSC opportunities are identified are all more important than attempting to create a data monopoly.

SSC information bases are effective only if they are accessible and searchable by all SSC actors. Similarly, maintaining SSC ecosystem operations requires continuously collecting and sharing new information.

The SSC strategy (i.e., genuine needs) should drive the growth of SSC information bases, not technology trends or ad hoc requests.



PERFORMANCE INDICATORS AND QUESTIONS

COMPREHENSIVENESS OF DESIGN

SSC should cover two directions of assistance flow: provider and recipient. Furthermore, its scope could be particularly wide in terms of economic sectors, cooperating countries, and mechanisms. Assessing the comprehensiveness of SSC information bases indicates how their design echoes the expansiveness of SSC itself. This is probed with the following questions:

- Does the country have a single automated database or multiple automated databases for SSC?
- Do the information bases include key information about knowledge-receiving countries prioritized in the national SSC strategy (e.g., key entities, development indicators)?
- Do the information bases include key information about knowledge-providing countries prioritized in the national SSC strategy (e.g., key entities, development indicators)?
- Does the database design include profiles of national resource centers?
- Does the database design include a good description of developmental solutions?
- Does the database design include a roster of individual experts?
- Does the database design include SSC projects in different stages (pipeline, active, completed)?
- Are the data captured in both textual and geospatial formats?

EFFICIENCY OF DATA MAINTENANCE PROCESSES

SSC information bases are useful only if there are clear and decentralized responsibilities for updating them. This criterion examines the dynamics and efficiency of updating SSC information bases using the following questions:

- Is the data entry process decentralized?
- Is the content of the information bases publicly accessible?
- Are there easy ways to produce reports based on different filtering criteria?

TIMELINESS

This criterion confirms how different data objects are frequently updated. In other words, it determines how data maintenance responsibilities are actually assumed. This is probed with the following questions:

- Are the resource center profiles regularly updated?
- Is the information on development solutions frequently updated?
- Is the information on experts regularly updated?
- Is the information on projects regularly updated?

RELIABILITY

Assessing the reliability of the SSC information bases involves investigating the detailed aspects of data security. This process also entails seeking evidence of the dependability of reports produced from those information bases. This is probed with the following questions:

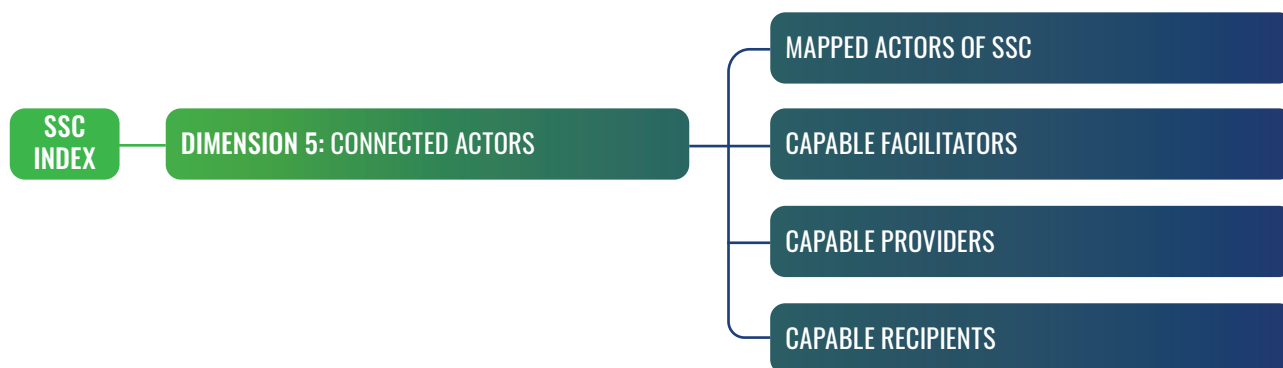
- Are the responsibilities of data entry and data review separated?
- Are the information bases subjected to regular information technology audits?
- Are the reports produced from the information bases sent regularly to a governing entity as part of a formal monitoring process?
- Are these reports publicly accessible?

UPGRADABILITY

In view of the diversity of SSC activities, the SSC information bases should always be subject to upgrade and enhancement. Assessing the expandability of information bases ensures the feasibility and resource availability to upgrade them. This is probed with the following questions:

- Does the technical design of the information bases allow for expansion?
- Is there appropriate technical documentation for the information bases?
- Does the entity concerned have skilled human workers to expand the information bases?
- Does the entity concerned have sufficient financial resources for upgrading the SSC information bases?
- Does the entity concerned have a plan to expand the SSC information bases?

DIMENSION 5: CONNECTED ACTORS



DESCRIPTION

In the context of the “National Ecosystems for SSC”, there is a multiplicity of actors who come together to undertake SSC initiatives from conceptualization and design to implementation and follow-up. These actors, who could include government policymakers, national implementing and coordination agencies, local governments, civil society organizations, private sector firms, universities, and other stakeholders, should have the required capacity³ to facilitate and/or undertake SSC initiatives and connect through relevant national platforms to coordinate their activities in an effective and sustainable manner.

The SSC actors may be clustered under the following four categories:

- **SSC Facilitator:** the parliament should ensure the development and upkeep of a suitable legal framework for promoting SSC activities. The ministry in charge of foreign affairs or international cooperation should practice “SSC diplomacy” to share the technical expertise of its country with other countries, initiate SSC transactions, and facilitate the transfer of innovations from southern countries to solve local problems. The Ministry of Finance and/or Ministry of Planning should play a high-level role in providing the financial resources for SSC activities that will be required at different levels of the national SSC architecture. This category may include other actors with the function of facilitating SSC.

- **SSC Coordinator:** a single body should be assigned clear responsibility and given a mandate to lead the national debate on broad SSC issues, to provide platforms for cross-sectoral consultation and coordination among national stakeholders, and to promote and support collaboration to implement SSC interventions by providing technical and financial resources. This category may include other actors with the function of coordinating SSC.
- **Provider:** national resource centers (which could be from the public, private, or third sector) should activate their international cooperation function to engage, relate, and share their expertise.
- **Recipient:** national partners such as line ministries of health, agriculture, or energy should define and prioritize their problems and engage in national development problem-solving while benefiting from SSC activities and initiatives.

By developing and joining their capacities, these actors can coordinate, collaborate, and harmonize their efforts and, thus, substantially augment the ability of countries to engage in SSC, as both providers and recipients.

BY DEVELOPING AND JOINING THEIR CAPACITIES, THESE ACTORS CAN COORDINATE, COLLABORATE, AND HARMONIZE THEIR EFFORTS AND, THUS, SUBSTANTIALLY AUGMENT THE ABILITY OF COUNTRIES TO ENGAGE IN SSC, AS BOTH PROVIDERS AND RECIPIENTS.

³ Capacity is the ability of individuals, organizations, and society to manage their affairs successfully. Capacity Development (CD) is the process through which individuals, organizations, and societies obtain, strengthen, and maintain the capabilities to set and achieve their own development objectives over time.



PERFORMANCE INDICATORS AND QUESTIONS

MAPPED ACTORS OF SSC

This point is about determining whether or not the actors are previously identified, along with their roles of being coordinator, facilitator, provider, or recipient (as defined above). The assessment should examine the following:

- Are the actors involved in SSC fully mapped?
- Are the roles of these actors in relation to SSC clear (coordinator, facilitator, provider, recipient)?

CAPABLE FACILITATORS

This point involves assessing the existing capacity and the most important capacity constraints that prevent institutions from engaging in SSC activities. The assessment should examine the following:

- Do the institutions have clear mandates regarding SSC?
- Are the existing capacities within the institutions (individual, organizational, and institutional) sufficient for fulfilling their mandates regarding SSC?
- Are there ongoing or planned capacity development actions for the next 2–3 years that aim to address the capacity constraints within the institutions?
- Are the institutions receiving support from development partners to rectify some of their capacity constraints?

CAPABLE PROVIDERS

This point involves assessing the existing capacity and the most important capacity constraints that prevent institutions (resources centers) from acting and engaging as SSC providers. The assessment should examine the following:

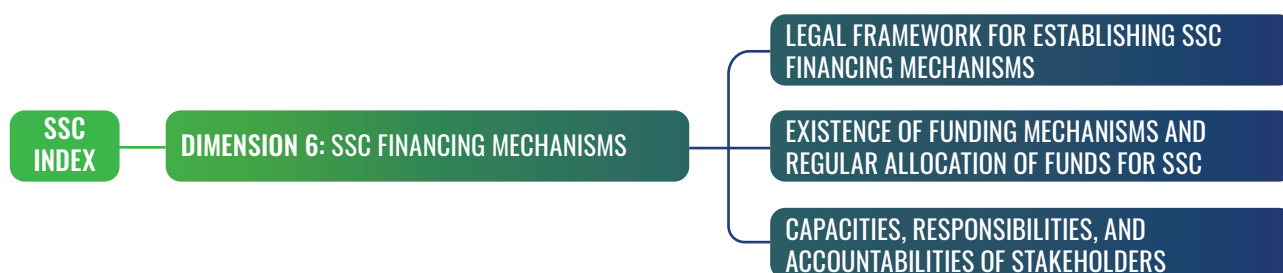
- Do the institutions have clear mandates regarding SSC?
- Are the existing capacities within the institutions (individual, organizational, and institutional) sufficient for fulfilling their mandates regarding SSC?
- Are there ongoing or planned capacity development actions for the next 2–3 years that aim to address the capacity constraints within the institutions?
- Are the institutions receiving support from development partners to rectify some of their capacity constraints?

CAPABLE RECIPIENTS

This point involves assessing the existing capacity and the most important capacity constraints that prevent institutions from engaging in SSC as a recipient. The assessment should determine the following:

- Do the institutions have clear mandates regarding SSC?
- Are the existing capacities within the institutions (individual, organizational, and institutional) sufficient for fulfilling their mandates regarding SSC?
- Are there ongoing or planned capacity development actions for the next 2–3 years that aim to address the capacity constraints within the institutions?
- Are the institutions receiving support from development partners to rectify some of their capacity constraints?

DIMENSION 6: SSC FINANCING MECHANISMS



DESCRIPTION

The exchange of expertise and resources in order to help other countries address their development challenges lies at the heart of SSC. These exchanges have to be voluntary, demand-based, and mutually beneficial. They are successful when both the provider and recipient are involved in the solution design so that the benefits are maximized.

One of the critical factors for SSC to be successful is to have in place the financing mechanisms necessary to support a country's internal efforts to map and organize internal expertise, to identify the needs that can be solved through the expertise of other countries, and to build and maintain institutions that will implement SSC-related activities and interventions.

A national financing mechanism for SSC will provide the means for a country to contribute its share in regional and international SSC interventions, covering its role as a provider or recipient.

To achieve these objectives, one of the ways in which a financing mechanism for SSC can be established at the national level is through an annual budget allocation by the government. Other innovative financing mechanisms can also be developed such as special purpose funds (national, regional, and/or thematic), crowd-funding platforms, and concessionary loans from domestic banks.

A NATIONAL FINANCING MECHANISM FOR SSC WILL PROVIDE THE MEANS FOR A COUNTRY TO CONTRIBUTE ITS SHARE IN REGIONAL AND INTERNATIONAL SSC INTERVENTIONS, COVERING ITS ROLE AS A PROVIDER OR RECIPIENT.

The main elements that comprise a financing mechanism for SSC can be outlined as follows:

- i. National laws and regulations that provide the legal basis for establishing the financing mechanism for supporting SSC, both internally (in providing the necessary funds for building national capacities and capabilities to be engaged in SSC) and externally (in providing the necessary financial contributions to SSC interventions undertaken with other countries);
- ii. Putting the definition of the financial instruments into action through the regular allocation of funds;
- iii. Policies, operational guidelines, procedures, and metrics that govern the management of the national funding mechanisms with clearly defined reporting and oversight mechanisms;
- iv. National stakeholders who will bear responsibility and accountability with respect to the management, disbursement, and oversight of the financing mechanisms for SSC with clear roles and responsibilities;
- v. Professionals who are capable of the management, disbursement, and oversight of the financing mechanisms for SSC per its governance guidelines.

PERFORMANCE INDICATORS AND QUESTIONS

LEGAL FRAMEWORK FOR ESTABLISHING SSC FINANCING MECHANISMS

The first step is to establish laws and regulations that would provide the legal framework for establishing such financing mechanisms, setting their boundaries, and providing their basic governance guidelines. This is probed with the following questions:

- Are there laws and regulations that allow for the establishment of SSC financing mechanism(s)?
- Is the legal framework sufficiently comprehensive to cover both roles as provider and recipient in relation to SSC activities?
- Do the relevant laws and regulations provide the necessary details for governance of the financing mechanisms for SSC?
- Does the legal framework ensure the sustainability of the financing mechanisms for SSC?

EXISTENCE OF FUNDING MECHANISMS AND REGULAR ALLOCATION OF FUNDS FOR SSC

Once established through a legal framework, national funding mechanisms for SSC must be activated, taking into account both the inward and outward nature of SSC. These funds should also have well-planned regular replenishments to ensure long-term sustainability. This is probed with the following questions:

- Are the actual allocations to the SSC funding mechanism sufficient?
- Are there frequent/regular replenishments to the SSC funding mechanisms?
- Are there clear financial procedures to manage the SSC funding mechanisms?

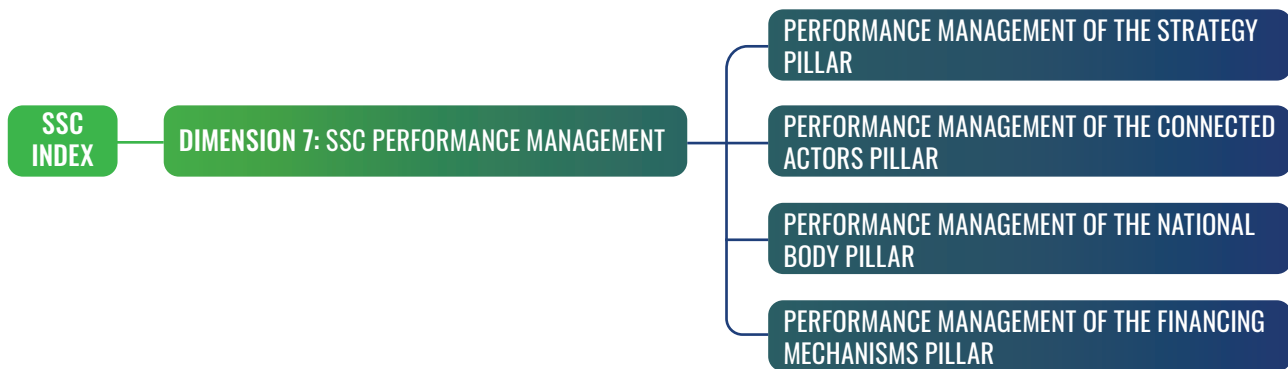
CAPACITIES, RESPONSIBILITIES, AND ACCOUNTABILITIES OF STAKEHOLDERS

A healthy financing mechanism for SSC would clearly lay out the roles and responsibilities of all stakeholders/institutions playing roles in SSC or with responsibilities towards the usage of the funds earmarked for SSC. This is probed with the following questions:

- Are there specific stakeholders/institutions responsible for governing, managing, and overseeing the replenishment, utilization, and sustainability of the national financing mechanisms for SSC?
- Are there accountability mechanisms for these stakeholders (including reporting, performance assessment, corrective actions, and incentives)?
- Are the existing capacities of professionals who are accountable for the financing mechanisms for SSC sufficient?



DIMENSION 7: SSC PERFORMANCE MANAGEMENT



DESCRIPTION

The SSC ecosystem is built through difficult, continuous work, not only through strategy and policy documents. In fact, building the SSC ecosystem involves two clusters of interventions: activities that establish and/or strengthen the ecosystem itself (such as raising the SSC agency's capacity, building information bases, and training SSC actors) and specific SSC transactions between the country concerned and other countries.

Given this complexity, two challenges may face the SSC ecosystem: unsatisfactory implementation of SSC activities and strategic drift. Unsatisfactory implementation could be caused by shortage of resources, bureaucracy in coordinating partnerships, fading momentum, and/or the emergence of new priorities. Strategic drift can be expected because all stakeholders are dynamic and work in everchanging environments. Political, technological, and economic changes may render an originally successful SSC strategy partially or fully irrelevant.

If one of these two challenges occurs, the SSC ecosystem will be unable to deliver as expected. Accordingly, the ecosystem must have feedback loops that gather, analyze, and assess the performance indicators of the SSC ecosystem in light of its initial targets. The performance indicators may be related to completeness of the SSC information bases, volume of SSC transactions, geographical diversification, and/or sources of funding. The feedback loops should help identify the need for strategic realignment as a result of contextual changes.

In this context, a national performance management system for SSC would use evidence to establish how well the various pillars of a national SSC ecosystem are functioning collectively and whether they are effective in fulfilling national SSC objectives.

The main elements that comprise a performance management system are outlined as follows:

- i. Well-defined and comprehensive performance indicators for each pillar of the national SSC ecosystem;
- ii. Stakeholders who will bear responsibility and accountability in relation to performance under each pillar; and
- iii. Chain-of-command and reporting mechanisms to ensure adequate monitoring of the efficiency and effectiveness of each pillar.

An SSC performance management system consisting of the above components would help to identify any variance between actual/foreseen outputs and targeted outputs and provide the means for SSC actors to evaluate their options and take remedial actions. The latter could include resources redistribution, roles redistribution, terminating ineffective activities, mobilizing new resources, and/or setting new strategic objectives. Similar to other parts of the SSC ecosystem, performance management is an ongoing process rather than a one-time exercise.

A NATIONAL PERFORMANCE MANAGEMENT SYSTEM FOR SSC WOULD USE EVIDENCE TO ESTABLISH HOW WELL THE VARIOUS PILLARS OF A NATIONAL SSC ECOSYSTEM ARE FUNCTIONING COLLECTIVELY AND WHETHER THEY ARE EFFECTIVE IN FULFILLING NATIONAL SSC OBJECTIVES.

PERFORMANCE INDICATORS AND QUESTIONS

The performance management system should examine the effectiveness and efficiency of the following pillars of the national SSC ecosystem; (i) national SSC strategy; (ii) connected actors; (iii) national SSC body; and (v) financing mechanism. The following sets of questions are designed to assess the performance management system under those pillars.

PERFORMANCE MANAGEMENT OF THE STRATEGY PILLAR

This point assesses performance management of the SSC Strategy pillar using the following questions:

- Does the SSC strategy include well-defined and comprehensive performance indicators?
- Does the strategy identify the stakeholders and define their individual responsibilities?
- Does the strategy entail a regular process for reporting, evaluation, and corrective action?

PERFORMANCE MANAGEMENT OF THE CONNECTED ACTORS PILLAR

This point assesses the performance management of the Connected Actors pillar using the following questions:

- Does the SSC body have performance indicators to assess the contribution of the various actors undertaking SSC activities?
- Do the main actors undertaking SSC activities have performance management indicators to assess their interventions?
- Do the main actors follow a regular process for reporting, evaluation, and corrective action with respect to their SSC activities?

PERFORMANCE MANAGEMENT OF THE NATIONAL BODY PILLAR

This point assesses the performance management of the National Body pillar using the following questions:

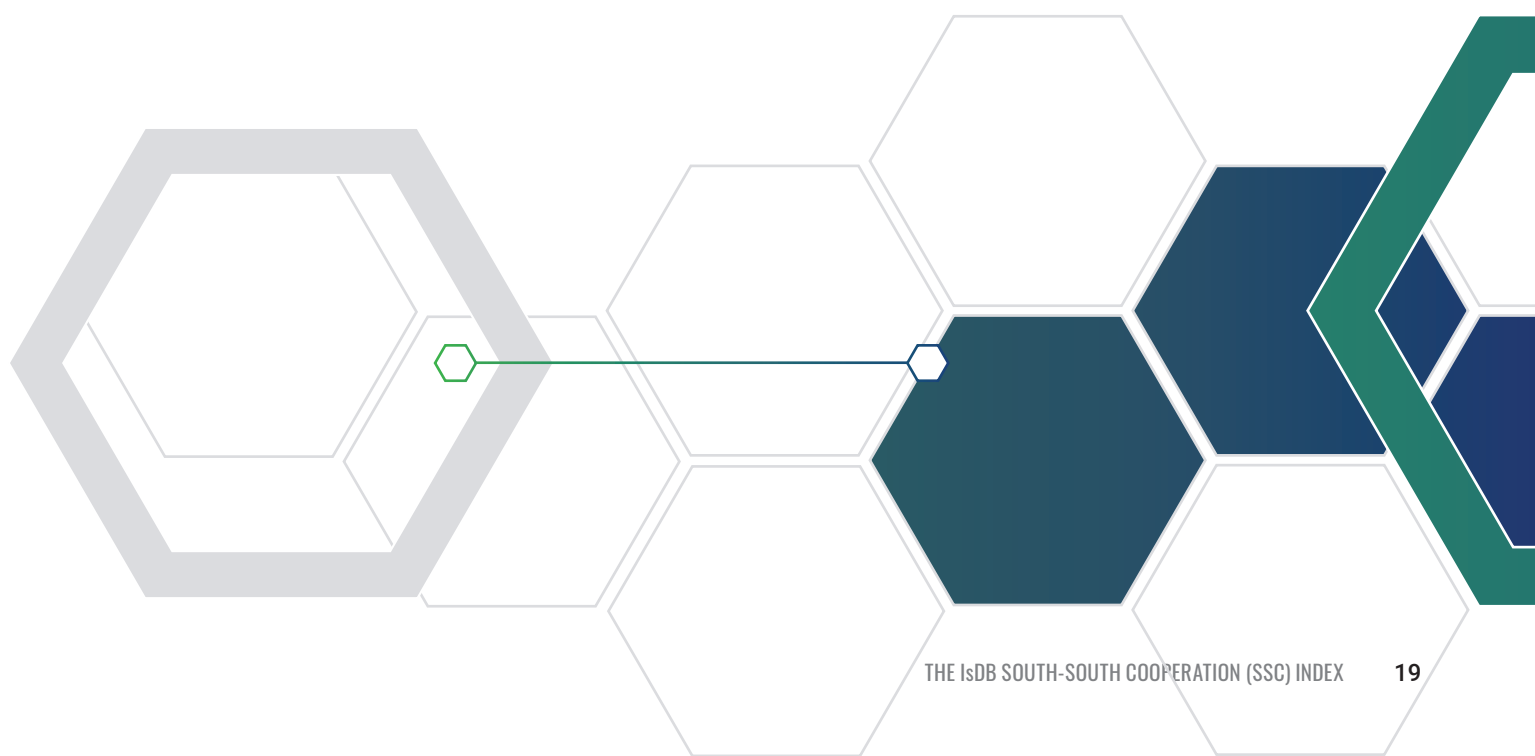
- Does the SSC body have performance indicators to assess its contribution to SSC?
- Does the SSC body have a regular process for reporting, evaluation, and corrective action with respect to its activities?

PERFORMANCE MANAGEMENT OF THE FINANCING MECHANISMS PILLAR

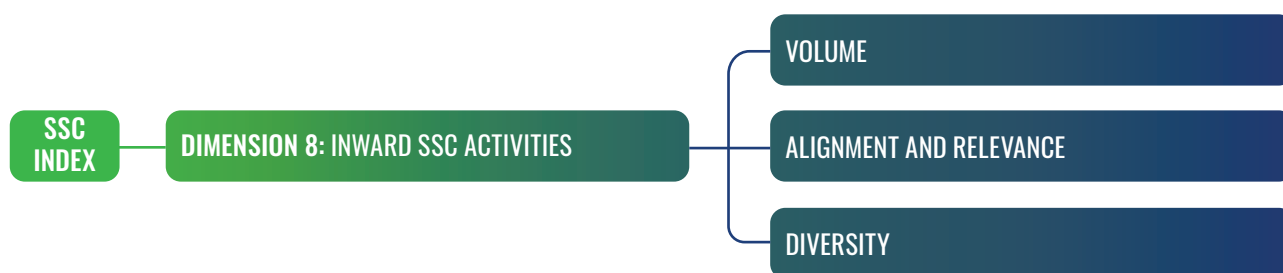
This point assesses the performance management of the Financing Mechanisms pillar using the following questions:

- Does the SSC body have a monitoring mechanism to assess the funding of inward SSC activities?
- Does the SSC body have a monitoring mechanism to assess the funding of outward SSC activities?
- Is there a clear distribution of responsibilities with respect to allocating and utilizing financial resources for SSC?

THE PERFORMANCE MANAGEMENT SYSTEM SHOULD EXAMINE THE EFFECTIVENESS AND EFFICIENCY OF THE FOLLOWING PILLARS OF THE NATIONAL SSC ECOSYSTEM; (I) NATIONAL SSC STRATEGY; (II) CONNECTED ACTORS; (III) NATIONAL SSC BODY; AND (V) FINANCING MECHANISM.



DIMENSION 8: INWARD SSC ACTIVITIES



DESCRIPTION

The inward SSC activities are the ones in which the Southern country concerned receives expertise, technologies, and resources from other countries from the Global South for the purpose of addressing a national developmental challenge. Assessing inward SSC activities entails looking at their volume, growth, alignment, and diversity.

PERFORMANCE INDICATORS AND QUESTIONS

VOLUME

The volume of inward SSC activities should be proportionate to the size of the beneficiary country in terms of population and economy as well as the scale of its developmental challenges. This is probed with the following questions:

- To what extent does the country concerned receive necessary assistance from other Southern countries?
- To what extent are the inward SSC activities considered sufficient to address the country's developmental problems?
- To what extent is the volume of the inward SSC activities aligned with the targets set in the national SSC strategy?
- To what extent is the growth rate of inward SSC activities over past two to three years considered satisfactory?

ASSESSING INWARD SSC ACTIVITIES ENTAILS LOOKING AT THEIR VOLUME, GROWTH, ALIGNMENT, AND DIVERSITY.

ALIGNMENT AND RELEVANCE

Inward SSC activities are effective if they are demand-driven and in line with the national priorities of the beneficiary country. This is probed with the following questions:

- To what extent are the inward SSC activities considered demand-driven?
- In general, are the inward SSC activities aligned with the national development plan?
- In general, are the inward SSC activities aligned with the respective sectoral plans?
- Are the inward SSC activities aligned with the country's foreign policy (if applicable)?

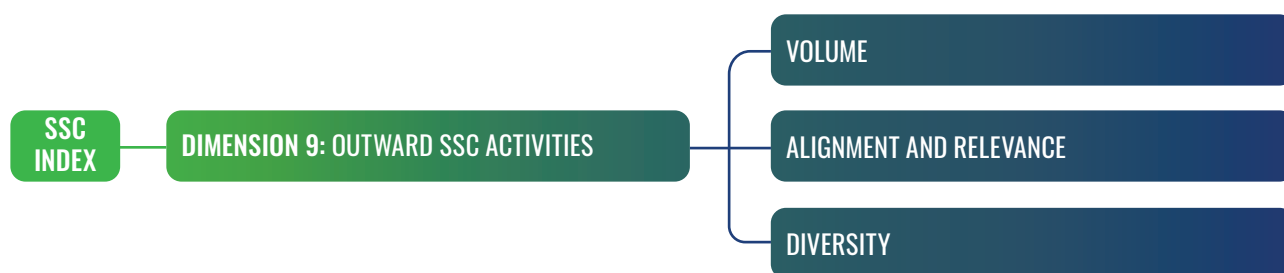
DIVERSITY

Inward SSC activities should be diversified in terms of sectoral coverage, knowledge-providing countries, and activity type. This is probed with the following questions:

- In general, are the inward SSC activities diversified in terms of sectoral and thematic coverage?
- In general, are the inward SSC activities diversified in terms of knowledge-providing countries?
- In general, are the inward SSC activities diversified in terms of activity type (e.g., training, scholarships, recruitment of experts, provision of equipment, full-fledged projects, etc.)?



DIMENSION 9: OUTWARD SSC ACTIVITIES



DESCRIPTION

The outward SSC activities are the ones in which the Southern country concerned provides expertise, technologies, and resources to other countries from the Global South for the purpose of addressing their national developmental challenges. Assessing outward SSC activities entails looking at their volume, growth, alignment, and diversity.

PERFORMANCE INDICATORS AND QUESTIONS

VOLUME

The volume of outward SSC activities should match the technical capacities of the country concerned, the demand for those capacities, and the country's targets set in its national SSC strategy. This is probed with the following questions:

- To what extent do the outward SSC activities meet the potential of the country concerned in terms of expertise and technological capacities?
- To what extent is the volume of outward SSC activities aligned with the targets set in the national SSC strategy?
- To what extent is the growth rate of inward SSC activities over the past two to three years considered satisfactory?

ALIGNMENT AND RELEVANCE

Outward SSC activities are effective if they are demand-driven and in line with the national priorities of the beneficiary country. This is probed with the following questions:

- To what extent are the outward SSC activities considered demand-driven?
- In general, are the outward SSC activities aligned with the national development plans of the beneficiary countries?
- Do most of the outward SSC activities fall within the areas of excellence of the knowledge-providing country?
- Are the outward SSC activities aligned with the country's foreign policy (if applicable)?

DIVERSITY

Outward SSC activities should be diversified in terms of sectoral coverage, knowledge-recipient countries, and activity type. This is probed with the following questions:

- In general, are the outward SSC activities diversified in terms of sectoral and thematic coverage?
- In general, are the outward SSC activities diversified in terms of knowledge-recipient country?
- In general, are the outward SSC activities diversified in terms of activity type (e.g., training, scholarships, recruitment of experts, provision of equipment, full-fledged projects, etc.)?

ASSESSING OUTWARD SSC ACTIVITIES ENTAILS LOOKING AT THEIR VOLUME, GROWTH, ALIGNMENT, AND DIVERSITY.





3: SCORING AND WAY FORWARD

SCORING TABLE

Each dimension of the SSC Index is given a weight factor or score points of 10, as it is believed that all nine dimensions are of equal importance at this stage.

Assessing each of the performance indicators described in Chapter 2 results in assigning a level of high, medium, or low to the respective indicator.

The assessment results are translated into score points for the indicators and consequently for the nine dimensions of the SSC Index, as shown in the following table.

Dimensions and Performance Indicators	Weight	Assessment [High, Medium, Low]	Score [3, 2, 1]
DIMENSION 1: POLITICAL WILL	10		
Engagement at the top state level			
Articulation in the constitution			
Establishment of legal framework			
Inclusion of SSC in the national development plan			
Inclusion of SSC in foreign policy			
		Sub-total (1)	
		Score of Dimension-1 ((Sub-total (1)/15)* 10)	
DIMENSION 2: NATIONAL SSC STRATEGY	10		
Timeliness			
Reliability			
Comprehensiveness			
Implementability			
Relevance			
Enforcement			
Monitoring and evaluation			
Progress			
		Sub-total (2)	
		Score of Dimension-2 ((Sub-total (2)/24)* 10)	
DIMENSION-3: NATIONAL SSC BODY	10		
Corporate governance			
Functional capacity			
Human capital			
		Sub-total (3)	
		Score of Dimension-3 ((Sub-total (3)/9)* 10)	
DIMENSION-4: SSC INFORMATION BASES	10		
Comprehensiveness of design			
Efficiency of data maintenance processes			
Timeliness			
Reliability			
Upgradability			
		Sub-total (4)	
		Score of Dimension-4 ((Sub-total (4)/15)* 10)	

Dimensions and Performance Indicators	Weight	Assessment [High, Medium, Low]	Score [3, 2, 1]
DIMENSION-5: CONNECTED ACTORS	10		
Mapped actors of SSC			
Capable facilitators			
Capable providers			
Capable recipients			
		Sub-total (5)	
		Score of Dimension-5 ((Sub-total (5)/12)* 10)	
DIMENSION 6: SSC FINANCING MECHANISMS	10		
Legal framework for establishing SSC financing mechanisms			
Existence of funding mechanisms and regular allocation of funds for SSC			
Capacities, responsibilities, and accountabilities of stakeholders			
		Sub-total (6)	
		Score of Dimension-6 ((Sub-total (6)/9)* 10)	
DIMENSION 7: SSC PERFORMANCE MANAGEMENT	10		
Performance management of the Strategy pillar			
Performance management of the Connected Actors pillar			
Performance management of the National Body pillar			
Performance management of the Financing Mechanisms pillar			
		Sub-total (7)	
		Score of Dimension-7 ((Sub-total (7)/12)* 10)	
DIMENSION-8: INWARD SSC ACTIVITIES	10		
Volume			
Alignment and relevance			
Diversity			
		Sub-total (8)	
		Score of Dimension-8 ((Sub-total (8)/9)* 10)	
DIMENSION-9: OUTWARD SSC ACTIVITIES	10		
Volume			
Alignment and relevance			
Diversity			
		Sub-total (9)	
		Score of Dimension-9 ((Sub-total (9)/9)* 10)	
		Overall Score	Sum of all dimension scores (out of 90)

Finally, the overall score of the SSC Index can be interpreted as follows:

From 73 to 90: the country level of SSC is Excellent

From 55 to 72: the country level of SSC is Very Good

From 37 to 54: the country level of SSC is Good

Below 36: the country level of SSC is Moderate

THE WAY FORWARD

The collaborative process of defining the IsDB SSC Index has generated the following benefits: (i) enforced the understanding of the SSC ecosystem; (ii) enhanced collaboration among the main actors of SSC; (iii) established common interpretations of SSC-related terms; and (iv) created a standard base for monitoring and evaluating SSC efforts across countries.

Moving forward, the Southern countries are invited to use the definition of IsDB SSC Index to undertake voluntary and self-managed assessment of their South-South Technical Cooperation. The independence and objectivity of such assessment can be ensured by involving specialized consultants and considering the views of many SSC stakeholders.

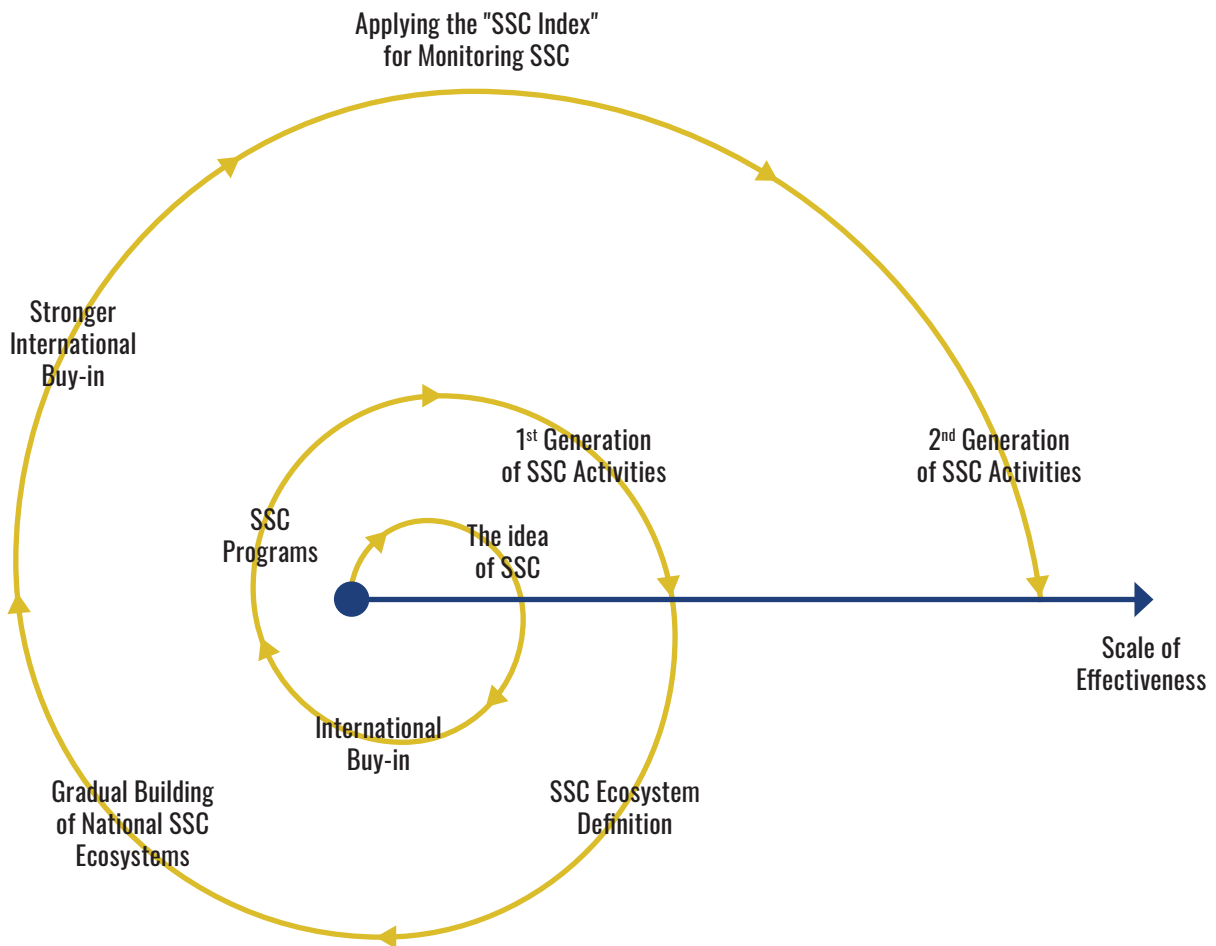
The IsDB SSC Index, once widely applied, is expected to generate several benefits. The application of the IsDB SSC Index will: help Southern countries identify the strengths and weaknesses in their SSC ecosystems in relation to their peers, stimulate national and regional debate on how to improve SSC, and encourage constructive competition among Southern countries.

The above aspects are expected to contribute to creating the “Second Generation of SSC Activities,” which would be driven by an integrated national SSC ecosystem and characterized by multiple large-scale actors and strong alignment with the national development plan.

The Second Generation of the SSC Activities will embody the accomplishment of SDG-17.

The SSC growth pathway is conceptually illustrated in the following diagram:

FIGURE 2: THE GROWTH PATHWAY OF SSC





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4	The report of the 53rd session of the United Nations Statistical Commission	https://unstats.un.org/UNSDWebsite/statcom/session_53/documents/2022-41-FinalReport-E.pdf
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7	The updated list of LDCs	https://www.un.org/development/desa/dpad/least-developed-country-category/ldcs-at-a-glance.html
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9	Brief on the Global Innovation Index (GII)	https://www.globalinnovationindex.org/about-gii#history



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