

MID TERM REVIEW OF UNOSSC'S STRATEGIC FRAMEWORK (2018-2021)

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Strategic framework of the United Nations Office for South-South Cooperation, 2018-2021¹

Summary: This strategic framework is designed to guide the work of the United Nations Office for South-South Cooperation (UNOSSC) from 2018 to 2021 in support of efforts of Member States to implement the 2030 Agenda for Sustainable Development through South-South alliances and partnerships. Building on its previous framework for 2014-2017 (DP/CF/SSC/5), UNOSSC will support intergovernmental processes that set policies to further advance South-South cooperation across the United Nations system. The Office will also catalyse greater research and analysis to inform South-South policies and programmes of both Member States and United Nations system while forging partnerships and mobilizing resources. The overarching goal of UNOSSC under this framework is to support Member States efforts to achieve the eradication of poverty in all its forms and to promote gender equality and women's empowerment so as to achieve the 2030 Agenda through enhanced South-South cooperation, including triangular cooperation.

UNOSSC has commissioned this independent external mid – term review in order to take stock of progress made towards delivering results and resources, collate and analyse lessons learned, challenges faced, and best practices obtained during implementation of the Strategic Framework (2018-2021) since its adoption in 2018. This review is intended to inform both the second phase of implementation of the Framework (June 2020 - December 2021) and provide an early strategic way forward toward the next UNOSSC Strategic Framework. It is also intended that this assessment would inform Member States, UN agencies and other entities, as well as other stakeholders, on the progress and results achieved in the application of the Framework in its first two years of implementation.

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Disclaimer: The analysis and recommendations contained in this document only represent the analysis and views of the author and do not necessarily reflect the analysis, views and opinions of other stakeholders.

¹DP/CF/SSC/6

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4. LIST OF ACRONYMS AND ABBREVIATIONS

BAPA + 40	Buenos Aires Plan of Action + 40
BAPA	Buenos Aires Plan of Action
CiKD	Center for International Knowledge on Development
CIS	Commonwealth of Independent States
CSO	Community Service Organization
FC-SSC	Finance Center for South-South Cooperation
G-77	Group of 77
GA	General Assembly
HLC	High-Level Committee on South-South Cooperation
IBSA Fund	India, Brazil and South Africa Facility for Poverty and Hunger Alleviation
ICGEB	International Centre for Genetic Engineering and Biotechnology
IsDB	Islamic Development Bank
MENAPAR	Middle East and North Africa Public Administration Research
OIF	Organisation internationale de la Francophonie
PGTF	Pérez-Guerrero Trust Fund for South-South Cooperation
SF	Strategic Framework
SSC	South-South Cooperation
SSTC	South-South and triangular cooperation
TrC	Triangular Cooperation
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNFSSC	United Nations Fund for South-South Cooperation
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UNOSCC	United Nations Office for South-South Cooperation
UNV	United Nations Volunteers
WFP	World Food Programme

5. EXECUTIVE SUMMARY AND OVERVIEW

The United Nations Office for South-South Cooperation (UNOSSC) is the focal point for the promotion and the facilitation of South-South and triangular cooperation for development, on a global and on a United Nations system-wide basis. UNOSSC was established to promote, coordinate and support South-South and triangular cooperation globally and within the United Nations system. Hosted by UNDP since 1974, although also working with other UN agencies and entities, UNOSSC was established by the UN General Assembly with a mandate to advocate for and coordinate South-South and triangular cooperation. UNOSSC receives policy directives and guidance through the General Assembly and through its subsidiary body, the High-level Committee on South-South Cooperation.

UNOSSC works in mainstreaming South-South cooperation across the UN system and works to support countries' efforts to manage, design and implement South-South cooperation policies and initiatives through the identification, sharing and transfer of successful Southern-generated development solutions. For these processes and activities, it engages a wide range of partners, including Member States, UN entities, multilateral bodies as well as the private-sector and civil society organizations at different levels.

On April 2018² a Strategic Framework was adopted for the years 2018-2021. This strategic framework was designed to guide the work of the UNOSSC for this period as to support efforts of Member States for the implementation of the 2030 Agenda for Sustainable Development through South-South alliances and partnerships. Building on the UNOSSC previous framework (for 2014-2017), UNOSSC is charged with supporting intergovernmental processes that set policies to further advance South-South cooperation across the United Nations system, catalysing greater research and analysis to inform SS policies and programmes, as well as forging partnerships and mobilizing resources. The overarching goal of UNOSSC under the current Strategic Framework is to support Member States' efforts *"to achieve the eradication of poverty in all its forms and to promote gender equality and women's empowerment so as to achieve the 2030 Agenda through enhanced South-South cooperation, including triangular cooperation"*.

UNOSSC has focused its work under the Strategic Framework (2018-2021), on three tactical outcomes:

- Outcome 1: Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support.
- Outcome 2: Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.
- Outcome 3: South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.

The Office works, furthermore, in three areas:

² Strategic Framework of the United Nations Office for South-South Cooperation, 2018-2021 Update on results achieved by the United Nations Office for South-South Cooperation in 2019. PPT Presentation.

- i) supporting intergovernmental processes that set policies to further advance South-South cooperation across the United Nations system,
- ii) catalysing greater research and analysis to inform SS policies and programmes, and
- iii) forging partnerships, demand-driven programmes, and mobilizing resources including Trust Funds.

Collaborating with a wide array of partners, including Member States and UN Agencies, UNOSSC completes its mandate and delivers services through its Headquarters in New York and three Regional Offices in Addis Abba (Africa), Istanbul (Arab States, Europe and the CIS) and Bangkok (Asia and the Pacific).

This mid-term review has found that expected outputs and outcomes have progressed thus far to a large degree in the implementation of Strategic Framework 2018 - 2020. They have contributed to the UNOSSC mandate implementation significantly to promote the principles of South-South cooperation. Progress thus far has been in several areas of policy momentum and specific promotion of SSC through programmes and trust fund management, partnerships generation, as well as knowledge management and exchange of information regarding SSC.

UNOSSC, throughout the period of implementation of the first tranche of the SF 2018 -2021 has been part as well as an agent of significant political momentum for the promotion of South – South Cooperation and (albeit to a lesser degree) of Triangular cooperation. This has been impelled by and with several policy related developments, such as the BAPA + 40 conference, system – wide strategy and similar outputs either fostered or enhanced by UNOSSC.

There has been information exchange, conceptual debates, and knowledge management through different methods, mechanisms and events has been impelled and promoted. UNOSSC carries out activities and fosters processes to strengthen knowledge sharing, capacity building and technical assistance between countries. It facilitates the documentation and sharing of experiences, practices or pathways, approaches and tools for South-South cooperation that can help countries to realize their shared aspirations for achieving sustainable and equitable development. Several initiatives are implemented under this umbrella classification, such as the recently developed knowledge sharing and partnership-brokering platform called the South-South Galaxy. Furthermore, the Global South-South Development Expo (GSSD Expo), an annual event organized by the UNOSSC in close coordination with host government and institutions, has taken place.

The Office has managed and sustained implementation of trust funds that support collaboration and piloting of South-South initiatives: the Pérez-Guerrero Trust Fund for South-South Cooperation (PGTF); the United Nations Fund for South-South Cooperation (UNFSSC); the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund); and the India-UN Development Partnership Fund.

UNOSSC's regional offices (in Africa, in the Arab States, Europe and the CIS region, and in Asia and the Pacific) have carried out several key initiatives, engaging in building capacity for regional and national

partners in a decentralised manner, promoting innovation and knowledge-based interventions, providing technical support and policy advice to member states in the regions where they operate and partnering with regionally – based institutions.

For the above, the Office worked in very close and in accord with member states and political groupings within the UN. It has serviced intergovernmental groupings, and has provided services to the General Assembly and to its subsidiary body, the High-level Committee on South-South Cooperation. Regarding the specific expectation that SS and TrC would be further mainstreamed system – wide within the UN, there has been conceptual and concrete support by or through UNOSSC to do this. Given the above, therefore, the guidance role as the UNOSSC as a focal point to promote and heighten SS and TrC throughout the UN system has been enhanced in recent years.

The achievements and progress in implementation of the Strategic Framework [2018 – 2021] can be associated to a series of contributing causal factors, the main ones being:

- *Leadership*, in particular as it relates to contributions for preparation and coming to fruition of the BAPA + 40 Conference and related events and ensuing system – wide policy. Specific, knowledgeable and dedicated engagement in political processes by staff and by leadership have been the main contributing factor to obtaining these outcomes. The role of the Office as facilitator was underscored by skills that brought together not only divergent points of view but also managed to foment innovation in the debate regarding South-South Cooperation as well as Triangular Cooperation.
- *Proactive engagement by staff* in the many activities, projects, and different areas of work of the Office has been one of the contributing factors for achievements. Engagement by staff with several partners outside the Office to implement activities and processes has also been a highly valued asset, creating positive synergies with several partners (within and outside the UN System).
- *Ability to bring different points of view* from a wider community of different stakeholders to the discussions, developments, and debates that the Office endorses or promotes. This entails bringing in not only different member states, UN entities and multilateral organizations but also harnessing the participation of multiple types of stakeholders [think tanks, CSOs, NGOs, financial institutions, etc.].
- *Capacity to play a brokering role* in the different processes that the Office endorses or promotes. Not only in the political and policy discussion processes but also in the knowledge managing, knowledge sharing and exchange procedures that the UNOSSC implements or participates in. This is aided by a capacity to create a space where different parties construct partnerships.
- *Confidence and trust by several partners*. For instance, by those member states closely linked to trust funds in different capacities, when consigning to the Office the management of concrete mechanisms and resources to implement projects that showcase South-South Cooperation. Furthermore, trust from governments and groupings from the Global South mainly, was also cemented in the biennial being analysed. Furthermore, and a change experienced mainly in the

biennial being analysed, the Office's inclusion and engagement of non – traditional stakeholders in the debate on South-South and Triangular Cooperation (such as developed countries and traditional ODA donors, non – state actors, etc.) has also generated an environment of trust from many of these stakeholders vis – a – vis UNOSSC.

- *Uniquely positioned to promote efforts at integrating three layers of action in SS and TrC:* global, regional, and national (albeit with different degrees of insertion or success). Ability and unique positioning to integrate the different layers of action mentioned within the UN system – wide reform and the “delivery as one” viewpoint.

A series of hindering factors have also been identified that have deterred further sustainable achievements within SF [2018 – 2021] and, if unchecked, could encumber achievements in the second phase of implementation of the Framework (until December 2021) as well in the next UNOSSC Strategic Framework. The most salient hindering factors are as follows:

- *Shortage of robust sustainable financing* to aid and channel the achievement of expected outcomes of the SF 2018 – 2021, to consolidate the Office's work in support of efforts of Member States to implement the 2030 Agenda for Sustainable Development, as well as to support intergovernmental processes that set policies for advancing South-South and Triangular cooperation across the United Nations system.
- *Insufficient staffing with long term employment agreements* within UNOSSC to properly carry out its mandate, in particular taking into consideration new demands, new visibility of South-South and Triangular Cooperation, as well as needs to further advance the development agenda (SDGs) within a SS and TrC framework. This is evident in several realms of the Office (for instance, in staffing with technical, conceptual, managerial duties and partnerships and communication teams, inter alia).
- *Un - integrated institutional structure* that affects the capacity and institutional effectiveness of UNOSSC to deliver and achieve institutional effectiveness in a unified and cohesive manner.
- *Unclear and / or uncertain partnership agreements* with stakeholders and some parties within the UN system – wide network and with particular agencies and other partners to actively harness synergies between the parties, as well as imprecise resources (staffing and financial) to properly implement partnerships and partnership agreements.

The period being assessed (2018 – 2020) in this exercise has been a demanding yet eventful and important period for UNOSSC. The period has as underpinnings a series of achievements that open the door for opportunities but also for risks and challenges. Opportunities, risks and challenges not only in seeking outcomes and results in the period that is left for the implementation of the current Strategic Framework but also for future work beyond that. In the search of being a step ahead of risks and challenges, UNOSSC and associated partners from different institutions will benefit from self – examinations of where the Office goes from here both at the conceptual and at the practical levels. This is key for the design of the next strategic framework. For instance, the Office has been keystone in BAPA

+ 40 and has helped in brokering a UN system-wide strategy on South-South and triangular cooperation which, once approved and operational, could be a substantial game changer. There should engaged in examinations of how its role within the UN system changes in accordance to these and what opportunities and challenges these present. Additionally, UNOSSC has engendered a number of associations through specific processes such as the trust funds, partnership agreements, knowledge management and information exchange developments, brokering of knowledge and alliances. Further to the above, the Office ought to implement operational and institutional changes to reduce whatever risks and challenges present themselves by leaping at opportunities so that it does not become outmoded or superseded by system – wide as well as global changes. For instance, to address opportunities that include generating mechanisms to manage knowledge and demonstrate the value added of South – South and Triangular cooperation in concrete terms while applying the principles and concepts this type of cooperation embraces.

The COVID – 19 pandemic and the ensuing social and economic crisis being experienced across the globe pose further risks and challenges but also opportunities for SS and TrC. As stated in the recent progress towards the Sustainable Development Goals Report of the UN Secretary-General, while this crisis is *“imperilling progress towards the Goals, it also makes their achievement all the more urgent and necessary”*. This report points that it is essential to protect the gains achieved and search for transformative recovery from COVID-19 as risks of future crises are reduced inclusive sustainable development is brought closer. For this to come to fruition there is a requirement of *“leadership, foresight, innovation, finance and collaboration among all governments and all stakeholders*. “It is within this framework that the UNOSSC can carve its future.

6. DESCRIPTION OF THE DELIVERY/INTERVENTION BEING EVALUATED

The United Nations Office for South-South Cooperation (UNOSSC) is the focal point for the promotion and the facilitation of South-South and triangular cooperation for development, on a global and on a United Nations system-wide basis. UNOSSC was established to promote, coordinate and support South-South and triangular cooperation globally and within the United Nations system.

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In 1974, the United Nations General Assembly, in its resolution 3251 (XXIX), endorsed *“the establishment of a special unit within the United Nations Development Programme to promote technical co-operation among developing countries”*. With the endorsement of the Buenos Aires Plan of Action (BAPA) for Promoting and Implementing Technical Cooperation among Developing Countries by the General Assembly in 1978 (resolution 33/134), the Special Unit was strengthened in order to fulfil its primary mandate as set forth in BAPA. Its name was then changed to the United Nations Office for South-South Cooperation (UNOSSC) by High-level Committee decision 17/1 of 2 April 2012 and endorsed by the General Assembly in its resolution.

On April 2018³ a Strategic Framework was adopted for the years 2018-2021. The annual session (June 2018) of the UNDP/UNFPA and UNOPS executive board took note of UNOSSC's SF for 2018-2021. This strategic framework was designed to guide the work of the UNOSSC for this period as to support efforts of Member States for the implementation of the 2030 Agenda for Sustainable Development through South-South alliances and partnerships. Building on UNOSSC's previous framework (for 2014-2017 (DP/CF/SSC/5)), the Office is charged with supporting intergovernmental processes that set policies to further advance South-South cooperation globally⁴ and across the United Nations system, catalysing greater research and analysis to inform SS policies and programmes, as well as forging partnerships and mobilizing resources.

The framework that guides these operations and processes, therefore, is this Office's Strategic Framework (2018-2021). The overarching goal of UNOSSC under the current Strategic Framework is to support

³ Strategic Framework of the United Nations Office for South-South Cooperation, 2018-2021 Update on results achieved by the United Nations Office for South-South Cooperation in 2019. PPT Presentation.

⁴ Change after the pre-final version: factual correction made adding a word “globally”

Member States' efforts *“to achieve the eradication of poverty in all its forms and to promote gender equality and women’s empowerment so as to achieve the 2030 Agenda through enhanced South-South cooperation, including triangular cooperation”*.

UNOSSC has focused its work under the Strategic Framework (2018-2021), on three tactical outcomes:

- Outcome 1: Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support.
- Outcome 2: Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.
- Outcome 3: South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.

The Office works, furthermore, in three areas:

- i) supporting intergovernmental processes that set policies to further advance South-South cooperation across the United Nations system,
- ii) catalysing greater research and analysis to inform SS policies and programmes, and
- iii) forging partnerships, demand-driven programmes, and mobilizing resources including Trust Funds.

Collaborating with a wide array of partners, including Member States and UN Agencies, UNOSSC completes its mandate and delivers services through its Headquarters in New York and three Regional Offices in Addis Abba (Africa), Istanbul (Arab States, Europe and the CIS) and Bangkok (Asia and the Pacific).

This review focuses primarily on assessing progress made towards achieving results of UNOSSC’s Strategic Framework against its three outcomes. This mid-term review focuses on a programmatic level and on analysing what has been accomplished as well as drawing lessons learned/best practices in order to strategically inform and sustain further implementation of the Framework and of future programming in this area.

7. EVALUATION SCOPE AND OBJECTIVES

This review focuses primarily on assessing progress made towards results of UNOSSC's Strategic Framework against its three outcomes. This mid-term review focuses on a programmatic level and on analysing what has been accomplished, as well as and lessons learned/best practices in order to strategically inform and sustain further implementation of the Framework and of future programming in this area.

Focusing on programmatic components leading to outputs and outcomes, the scope of this MTR also includes assessing management and organizational matters (financial, processes, etc.). Therefore, the MTR examines effectiveness and efficiency regarding the Strategic Framework implementation and it adheres to the United Nations Evaluation Group (UNEG) Norms and Standards and other relevant evaluation guidance and policies.

A key component of the MTR is placed on developing forward looking strategic recommendations (also assessing processes in the context of COVID-19 pandemic and similar types of crisis in the future). For this reason, the MTR generates evidence – based recommendations for improvement and effectiveness.

The current review under way is part of an office-wide evaluation plan of the UNOSSC, which includes this mid-term review (MTR) of its Strategic Framework. The Mid Term Review of UNOSSC Strategic Framework (2018-2021) has several general as well as specific objectives. As indicated in the Terms of Reference for this MTR, the specific purposes for this Review are as follows:

- assess progress made towards achieving the outcomes and outputs of the current strategic framework in delivering both results and resources and provide credible evidence for the same;
- receive recommendations for improvement in the remaining period of the current strategic framework and early strategic way forwards for the next phase of the UNOSSC Strategic Framework - also assessing the context of COVID-19 pandemic and similar types of crisis in the future;
- document lessons learned while implementing the Strategic Framework;
- assess risks, challenges and opportunities for UNOSSC in achieving the results of its Strategic Framework;
- review and improve result matrix of the strategic framework along with indicators that allow to monitor and evaluate outcome and output level results in a systematic and credible manner.

8. REVIEW SCOPE, APPROACH, METHODS AND DATA ANALYSIS

The present review's scope is to assess the effective and efficient organizational management (financial performance and sustainability, streamlined business processes), organizational agility, policy and programmatic results delivered through UNOSSC's Strategic Framework [2018 – 2021]. This covers the review of the implementation arrangements adopted (including policy support, financing, coordination, knowledge sharing, generation of research, partnership arrangements, institutional strengthening, and participation, replication and sustainability) of the programmes implemented by UNOSSC. The review assesses whether the Strategic Framework results are on track, whether capacities have been built, and if cross cutting issues such as gender have been addressed. It also assesses whether the implementation of the Framework has been effective and recommends areas for improvement and learning. Furthermore, the MTR also assesses the synergy between streams of work and suggest ways of creating more synergy, if need be, for the achievement of better results.

In accordance with the Mid-Term Review's terms of reference, this assessment was guided by six main clusters of evaluation questions, as shown in Figure 1. The evaluation methodology adhered to the principles of the UNDP Evaluation Policy, and the United Nations Evaluation Group Norms & Standards and ethical Code of Conduct. The review followed a collaborative and participatory approach while engaging with stakeholders directly or tangentially involved in the implementation of the SF. The approach entailed the collection and analysis of both qualitative and quantitative data in order to validate information. The analysis made use of a triangulation method based on documentation (including reports and documents produced by UNOSSC, reports of previous evaluations and analysis of the Office), stakeholders' perception, and primary data. All of this validated by the reviewer's analysis.

As indicated above, this review was posed with a set of evaluation questions, as follows:

FIGURE 1: MAIN EVALUATION QUESTIONS

- To what extent have the outcomes and outputs of the strategic framework progressed so far? What factors contributed to progress or non-progress toward outcomes and outputs? To what extent have the results achieved by UNOSSC contributed to the implementation of its mandate and the SDGs?
- To what extent has UNOSSC been successful in advocating for issues of critical importance to the South consistent with established principles of South-South cooperation? What extent the results achieved by UNOSSC helped to promote the principles of South-South cooperation?
- To what extent did UNOSSC progress in achieving institutional effectiveness through building capacity, and mobilising and managing resources as well as improving systems and business practices and processes?
- What are the key lessons learned up to this point in the implementation of the Strategic Framework?
- What are the risks, challenges and opportunities for UNOSSC in achieving the results of its Strategic Framework?
- What recommendations as ways of improvement can be drawn, if any, for the remaining period of the current strategic framework and the early strategic directions for the next UNOSSC Strategic Framework - also assessing the context of COVID-19 pandemic and similar types of crisis in the future?

To answer these questions, data from primary and secondary sources was collected and triangulated. UNOSSC senior management and staff made a number of presentations at the beginning of the mid – term review process and held a series of meetings with the evaluator in order to present data on implementation and to internally launch the mid-term review. Moreover, the following methods and tools were used for data gathering and analysis:

- *Review matrix:* A first tool developed for this process was a review matrix. This matrix guided the data collection process by displaying how data obtained from various sources relate to relevant review criteria and assessment questions.
- *Documents desk review:* A desk review of a diverse set of documents was carried out, among them policy documents, former evaluations commissioned by UNOSSC and other UN entities, self – assessment reports, thematic and analytical documents, as well as a large number of background documents.

- *Key informant interviews, presentations, dialogues and focus group discussions:* These were held with 36 persons, including UNOSSC staff, UNOSSC Trust Fund partners, partners from UN entities, member states, partners from international organizations outside the UN and civil society organizations. The interviews were conducted through a series of open and semi-open questions (semi-structured interviews) raised to stakeholders directly and indirectly involved with the UNOSSC in the implementation of the Strategic Framework. In all cases, anonymity of responses was guaranteed. In Annexes a list of stakeholders with whom the reviewer engaged with is found.
- *Questionnaire.* In order to broaden outreach to key stakeholders during the review process a questionnaire was sent to institutions selected via stratified sampling. The response rate for this survey was 25 percent. In all cases, anonymity of responses was guaranteed. In Annexes a list of stakeholders with whom the reviewer engaged with in the questionnaire format is found.

Limitations. The mid – term review took place in the midst of the COVID-19 pandemic, which undeniably has had an impact upon this assessment. For carrying out the review, therefore, UN guidance on evaluation planning and operation during the COVID-19 emergency was followed for the design and implementation of the review process. Specifically, UNDP guidance on conducting evaluations within the COVID-19 pandemic has been taken into account in order to have gathered and provided evidence-based information that is credible, reliable and useful. Therefore, since no mission could take place due to travel restrictions, all of the personal interviews were done using remote mechanisms (videoconferences, online interviews, telephone calls, etc.) as necessary and an online questionnaire was implemented to further harness information and follow a collaborative and participatory approach while using remote engagement.

9. FINDINGS AND CONCLUSIONS

FINDINGS

The work of UNOSSC, as it relates to the implementation of its Strategic Framework (2018-2021), is divided into three expected outcomes and with several expected outputs per each outcome. This has been organized as such in a simplified results framework format, where it is tacitly understood that through the achievement of outputs the Office would arrive at intended outcomes. Outcomes and outputs as indicated in the SF are found in annexes. In meeting these expected outcomes and outputs, the Office reports its own accomplishments and key deliverables in the making for 2020 as follows.⁵⁶ This is information directly extracted from UNOSSC's reports and documents. A narrative regarding key products and outcomes is found in the following sections.

Outcome 1: Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support

- Substantive secretariat of the BAPA + 40 Conference, March 2019.
- Secretariat and support of policy dialogues and intergovernmental support.
- Preparation of the Report of the Secretary-General on the state of South-South cooperation.
- Secretariat and support of the 2nd Committee negotiations of the resolution on South-South cooperation.
- Leading the formulation of the UN system-wide strategy on South-South and triangular cooperation within the Inter-Agency Mechanism for South-South and Triangular Cooperation. Coordinated and coherent United Nations system support provided through the Interagency Mechanism for South-South Cooperation and the development of the United Nations system-wide strategy on South-South cooperation, among others.
- BAPA + 40 Follow-up: follow-up on BAPA+40 outcome documents through concrete policy, programme, funds, and knowledge initiatives.
- Coordinated UN system support to SSC achieved through enlarged participation of UN agencies in implementing SSC funds and programmes.
- Support provided to the Secretariat of the 20th Session of the High-level Committee on South-South Cooperation, to assist in making informed and coherent decisions, including the provision

⁵Strategic Framework of the United Nations Office for South-South Cooperation, 2018-2021 Update on results achieved by the United Nations Office for South-South Cooperation in 2019. PPT Presentation.

⁶UNOSSC Integrated Work Plan 2020.

of analytical reporting of the SG and the administrator of UNDP to inform the deliberations of the session and the negotiations on the decisions.

- 75th UN General Assembly's intergovernmental and inter-agency consultations towards 2nd Committees resolution on South-South cooperation facilitated providing the required secretariat and policy support to make informed decisions.
- Providing required technical and or policy support to make informed decisions promoting SSC. In support of the 3rd South Summit of the Group 77 being organized.⁷
- UNDP Executive Board supported through monitoring and reporting on UNOSSC Strategic Framework progress.

Outcome 2: Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.

- Organization of the Directors-General Forum bringing together heads of development cooperation agencies from the South and the North and other stakeholders for peer learning, sharing experiences and fostering partnerships.
- South-South Galaxy – a global knowledge-sharing and partnership brokering network, leveraging AI and machine learning.
- South-South Global Thinkers – A network of 250 think tanks across all regions, active research community on SSC. Voices of the Global South better incorporated into the Human Development Report 2020 through closely working with the Human Development Report Office and South-South Global Thinkers in capturing required inputs and perspectives from think tanks in developing countries.
- Knowledge hub on SSC with research and data (independent report, thematic reports, South-South Idea Papers, South-South in Action, SDG good practices).
- Support to capacity-building and advisory services: in partnership with different partners such as UNSSC, JICA/Japan, ABC/Brazil, APC/Colombia, the Islamic Development Bank and the South Centre, the Office is engaging, *inter alia*, in enhancing the institutional capacities of Member States and UN entities.
- Knowledge exchange, mutual learning and partnership brokering efforts on SSC and TrC further enhanced at global, regional and national levels through facilitating South-South Global Thinkers' Platform, operationalizing South-South Galaxy, commissioning Thematic Research Papers, producing Good Practices Handbooks (Vol.3), publishing South-South in Actions, among others.

⁷ The Summit has been postponed because of the COVID-19 pandemic however.

Digitalization documents, e.g., digital economy report, webinars on digitalization, and other activities relevant to it.

- The 11th GSSD Expo is being discussed with host government and host institution adapting a greener and blended digital approach. 11th GSSD Expo planned with the host government and with co-organizing UN agency.
- South-South focal points at national, regional and global levels from Member States and international organizations, including UN agencies, receiving better-coordinated capacity development supports to promote SSC and TrC in their respective area of work or geographical focus.
- The SSC Poverty Facility will be launched engaging Southern Organizations to pilot innovative digital initiatives that contribute to accelerating the achievement of the Agenda 2030.
- Member States' capacity on South-South and Triangular Cooperation enhancement through global networks such as SSC4PSD, supporting regional institutions and mechanisms. UNOSSC and UN partners also help to develop capacity of the Governments of the South to develop project proposals, design and implement projects through the dedicated Trust Funds⁸.

Outcome 3: South-South and triangular cooperation partnership initiatives and demand-driven programmes facilitated to address sustainable development needs of developing countries.

- South-South and triangular partnership initiatives and demand-driven programmes well established and ready to scale-up.
- Managing and sustaining implementation of trust funds that support collaboration and piloting of South-South initiatives: the Pérez-Guerrero Trust Fund for South-South Cooperation (PGTF); the United Nations Fund for South-South Cooperation (UNFSSC); the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund); and the India-UN Development Partnership Fund. Managing trust funds programmatically, operationally and coordinating their multiple stakeholders. Effective trust fund management, strong growth trend, and broad engagement of UN system in implementation.
- Resource mobilization and human resource/staff support via secondment and JPO programs from member states and partners.
- 10,000 youths from the Global South improve their entrepreneurship skills through on-line/on-campus training, mentorship, access to finance, internship. Under the Youth4South: Advanced Youth Leadership Programme, which is an umbrella programme, fellowship and scholarship opportunities provided in SSTC and in developing countries; capacity development for young

⁸ Correction after pre-final version: a sentence to this paragraph is added to address omission. "UNOSSC and UN partners also help to develop capacity of the Governments of the South to develop project proposals, design and implement projects through the dedicated Trust Funds"

government and other officials from relevant IGO and IO provided in key thematic areas focusing on SSTC; entrepreneurship capacity development support provided to youth entrepreneurs from the Global South.

- Green Economy partnership enhanced through a joint initiative with IFAD and WGEO on agricultural development, production of World Green Economy Report on the Role of Private Sector, and development and operationalization of an E-learning certified executive course on green economy in the context of sustainable development.
- Two pilot clusters of cities launched to promote SSC among Maritime-Continental Silk Road Cities. The tools, procedures and frameworks for establishing, operationalizing and scaling up the cluster of cities produced.
- Global South-South Development Centre Network expanded in two pilot regions as sub-centres to respond to the demand and priorities of regions/countries. The tools and procedures for establishment, operationalization and scaling up of the South-South Development Centres produced.
- Capacity development in management of South-South and triangular cooperation project phase II launched to develop the capacity of practitioners engaging in technical cooperation, including SS and TrC, and to improve quality of technical cooperation.
- South-South Youth and women initiatives fully operational with launch of WISTEM platform in Africa.
- A Partnership and Resource Mobilization Strategy is in the process of being developed and operationalized to better explore existing funding mechanisms and identify and tapping new business opportunities and resource envelopes.
- Communication Strategy developed as a tool for advocacy, outreach and resource mobilization. SOPs for communication developed for coordinated work in communication that takes into account the political sensitivities of SS and TC.

As seen in the SF, for each of the three expected Outcomes there are several key expected processes and outputs. Although the expected outcomes and their related outputs are compartmentalised in a framework format in the SF, at times they are linked in practice since they cannot be divided or parcelled fully given that they are conceptually linked. Albeit, as will be seen further along this report, although the expected Outcomes are divided and there is tendency to work in a compartmentalised manner, the actuality is that the expected outcomes link conceptually with each other. Therefore, although the products [planned and / or obtained] are listed within one or another outcome in the SF, they are inherently linked. Below is an assessment of several key processes and products obtained by UNOSSC throughout the biennial being reviewed in this document.

BAPA+ 40

One of the major outputs and achievement of the UNOSSC office in the period under review [2018-2020] has undeniably been BAPA + 40. This assessment is supported by the most varied appraisals by different stakeholders (such as UNOSSC staff, Member States, as well as other types of stakeholders involved either tangentially or closely with the Office). This assessment responds not only to the substantive support that the Office had for the effective preparation and organization of the Conference but also for the advocacy and policy advice provided to the negotiations processes of the BAPA+40 Conference that resulted in an outcome document adopted by consensus.⁹

The Office served as the substantive Secretariat for the preparatory process of the Second High-level United Nations Conference on South-South Cooperation (Buenos Aires, Argentina 20-22 March 2019). For this, a number of issue papers, research and knowledge products, policy briefs as well as dialogues and high-level - panel discussions were facilitated in preparation for the Conference. Preparations were supported by UNOSSC and included helping draft policy documents, reports and papers, including the Secretary General report for the Conference “Role of South-South cooperation and the implementation of the 2030 Agenda for Sustainable Development: Challenges and opportunities”¹⁰. It also entailed providing support and policy advice for different negotiating processes, carrying out a comprehensive outreach, advocacy and communications strategy as well as facilitating the participation of an array of stakeholders, including non-state actors (such as research institutions, think tanks, CSOs, and the private sector).

Holding the BAPA + 40 conference after 40 years of the United Nations Conference on Technical Cooperation Among Developing Countries was an opportunity for updating or adapting South-South cooperation principles to development as it is understood or practiced presently and for bringing policy up-to-date with current trends. A great deal of effort by the Office went into the preparation and servicing of the Conference during the biennial being reviewed. This matter and the results are also deemed meritorious given that the preparations and preparation stages of BAPA + 40 did not count with strong political support for holding the Conference in 2019 and improve dialogue in the SSC field. Going beyond an analysis of just the processes and products supported and/or generated within the context of BAPA + 40 by UNOSSC, there is a clear understanding that the Office has had substantial pull in obtaining results.

In addition to actually supporting BAPA+40¹¹ as an achievement in and of itself, it is deemed that the content of the outcome document is also highly worthy. First of all because it brings up to date a series of concepts and notions on what is or should be South-South cooperation in the context of sustainable development and the implementation of the 2030 Agenda. The outcome document further defines what has been considered as a field or practice with updated definitions, within the United Nations

⁹ UN Secretariat took care of the operational and logistical aspects of the Conference together with the host country.

¹⁰ <https://digitallibrary.un.org/record/1645261?ln=en>

¹¹ Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation. Resolution adopted by the General Assembly on 15 April 2019.

Development system and beyond. The processes of the Conference and the BAPA + 40 document also brought about new actors to the debate of South-South Cooperation, through the multi-stakeholder dialogues held as well as through the acknowledgement of the roles of community-based organizations, non-governmental organizations and the private sector in SS and TrC. Issues aligned with the 2030 Agenda were also explicitly brought into the debate and the ensuing document, as well as matters related to achieving the Agenda 2030 goals.

UNOSSC, before and during the Conference, coordinated side-events. UNOSSC, together with partners, organized/co-organized 15 side events in the margins of the Conference by mobilizing multi-stakeholder dialogue to raise awareness, facilitate knowledge sharing, and strengthen momentum among all stakeholders in preparation for the launch of the outcome document and follow-up. Additionally, during the Conference, UNOSSC jointly with development partners launched 21 publications and initiatives to better inform global policy dialogues and agenda-setting on South-South cooperation, inform policymakers and development practitioners of the value of South-South cooperation and of triangular cooperation in order to assist them in making informed decisions on their SSC and TrC investments, and promote knowledge sharing of best practices on SSC and TrC with the goal of accelerating progress towards the SDGs. Therefore, UNOSSC's had a role in bringing forward multi-stakeholder dialogues and knowledge sharing through organizing side events and launching initiatives.

Another emerging issue presented in the debate and in the final documents has been triangular cooperation¹². Triangular cooperation has been a contentious issue in the cooperation global discourse as it relates to SSC. Nevertheless, the debate surrounding BAPA + 40 and ensuing policy have succeeded in acknowledging its importance and key role as a way to strengthen cooperation for development as a whole, as it is recognised in the BAPA + 40 outcome document.

Although some key stakeholders are aware that the implementation of the BAPA + 40 outcome document will be difficult to carry out given the diversified perspectives that are embodied in it, other key stakeholders indicate that this diversity is enriching the debate and discourse about South – South and Triangular Cooperation.

There is a general agreement by stakeholders that this has been the greatest achievement by UNOSSC in recent years and that this achievement has enhanced the perception of the Office within the UN System as well as outside. In the BAPA + 40 outcome document, Member States reaffirmed the mandate and of UNOSSC as the focal point for promoting and facilitating South-South and triangular cooperation for development on a global and United Nations system-wide basis. Furthermore, as indicated in several official declarations, also, the role of UNOSSC is explicitly recognized in the context of BAPA + 40

¹² Triangular cooperation is when actors from both developing and developed countries come together, often with international organisations, civil society and private sector partners, to deliver innovative and co-created development solutions. Source: www.unsouthsouth.org

outcomes. Moreover, the Office's mandate in advancing and coordinating South-South cooperation activities globally and across the UN system has been reasserted, in part as a result of the Conference.¹³

BAPA + 40 opened up a spectrum of opportunities for the Office in the near future as well as a whole new set of challenges in further implementing the SF (2018-2021). BAPA + 40 opened the way for concrete more substantial programmatic opportunities and knowledge sharing space to deal with South-South and triangular cooperation at large. However, the post BAPA + 40 momentum was impaired by the insufficient staffing and capacity within the Office, especially in the Policy and Strategic Partnerships Division, in the Conference's aftermath to keep up with the new demand-driven activities and processes ushered by this event as well as to provide immediate follow - up.¹⁴ This meant that in the few months after the Conference, although the Office engaged in a number of processes and activities for follow-up, it could not fulfil or give full response to several of them and that has caused strains to engage fully when the momentum was at its strongest point. Although the Office has boosted up its staffing capacity since then, this was the situation immediately after BAPA+40.

POLICY DIALOGUES AND OTHER POLICY – ORIENTED PROCESSES

Before and after BAPA + 40, the Office engaged in or articulated a series of policy dialogues and other policy – oriented processes. The main processes within the Strategic Framework [2018 – 2021] are highlighted here.

UNOSSC engaged in accompanying policy dialogues within the 2018 and 2019 General Assembly. For this, the Office supported the drafting of documentation sustaining these events (such as the 2019 Report of the Secretary-General on the State of South-South Cooperation (A/74/336)) and introduced the report to the GA's Economic and Financial Committee (Second Committee). Furthermore, the Office served as secretariat for the negotiations on the resolution on South-South cooperation of the Second Committee of the General Assembly and provided policy advice to and supported Member States to achieve consensus on the resolution. UNOSSC prepared the biennial report of the Secretary-General to the High-Level Committee on South-South Cooperation [HLC] and the biennial report of the Administrator of UNDP to the HLC. The HLC is the main policymaking body on South-South cooperation (SSC) in the United Nations system and is a subsidiary body of the General Assembly. UNOSSC also established an inter-agency mechanism to encourage joint UN support to South-South and triangular initiatives and sharing information on development activities and results achieved by various organizations.

UNOSSC has been requested by the Secretary General to lead the drafting and development of the United Nations System-wide Strategy on South-South Cooperation through the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation. For this, UNOSSC undertook a participatory

¹³ Statement on Behalf of Group Of 77 And China by Ambassador Neil Pierre, of the Permanent Mission of The Co-Operative Republic of Guyana To the United Nations, At the Annual Session of The Executive Board Of UNDP, UNFPA, And UNOPS - UNDP Segment (New York, 4 June 2020).

¹⁴ This matter will be dealt in a holistic way as it also relates to other areas of UNOSSC further along this report.

process with the engagement of over forty UN entities, including over twenty involved in the drafting committee. In addition, as indicated in the BAPA + 40 document, Member States have been kept fully informed through the Bureau of the High-Level Committee. Moreover, comments and suggestions were received from fourteen countries for this process. The drafting of the Strategy was the responsibility of a drafting committee led by the Office. The whole process of the preparation of the Strategy was also led by the Office. A myriad of other events was either co – organized or supported by UNOSSC with different partners or UN entities or outside bodies in the biennial being assessed in this mid – term review. The Office took part in and / or maintained dialogues with many institutions, participated in advocacy work, as well as engaged in a series of capacity – building and advisory services for different parties. These events took place with entities such as the Human Development Report Office, OECD, Population for Development, ACP Group of States, APRM, and so on.

The strategy would provide a system-wide policy orientation to United Nations entities in order to galvanize a coordinated, coherent approach to the policy and programmatic work of the United Nations system on South-South and triangular cooperation. The document will have the endorsement of the Secretary General Executive Committee and will be presented to member states for information during the upcoming session of the HLC. Once approved, this would be a foremost development within the UN System. The brokering and leadership role of the Office in this process has also been recognized by a numerous of partners.

As explicitly indicated in the Strategic Framework [2018 – 2021]: *“UNOSSC will support intergovernmental processes that set policies to further advance South-South cooperation across the United Nations system”*. These policy – oriented events and processes do fulfil a mandate to promote a system-wide policy orientation to United Nations entities in order to galvanize a coordinated, coherent approach to the policy and programmatic work of the United Nations system on South-South and triangular cooperation as well as to mainstream South – South and Triangular Cooperation.

Although there are no misgivings expressed regarding these policy – oriented achievements per se, there are doubts and uncertainties from a number of stakeholders on how this work links or not with the other areas of UNOSSC and where the Office goes from here based on these policy related accomplishments. First of all, there are many qualms as to the scarcity of integration between the policy – related work and other areas of the Office [regional work, knowledge management, and so on]. There is also the call to move forth the agenda in a more concrete sense and to generate and apply documents and knowledge as to concretize the advancement of the south – south and triangular cooperation agenda. Lastly, although more conceptual in nature, there is also a need to contemplate the role of policy level work and how to catalyse it in the near future [servicing member states and clients] with new system – wide policy in place complementing work with Member States. Further information on processes and achievements in this area is found in Annexes.

The mandate and role of the Office and what the Office can do entails providing secretariat support to intergovernmental and policy-making process in SS and TrC, which is the one main service line provided by the Office to Member States. This service line is also provided to other stakeholders based on their demand. One example of the link between the policy work (Outcome 1) and other outcomes of the SF is

the work undertaken by the Office to enhance the national institutional set up of the SS and TC in the countries of the South through partnerships with Japan and Brazil (Capacity Development Project). Another example is the partnership with the Islamic Development Bank and the South Centre in implementing the BAPA+40 recommendations. Many partners are using the policy recommendations of the BAPA+40 outcome, for instance, to promote South-South and triangular cooperation and in establishing further partnerships with the Office based on these recommendations, such as OECD and the GPI on Effective triangular cooperation, APRM, the Islamic Development Bank, JICA/Japan, ABC/Brazil. APC/Colombia, ACP Secretariat among others. This indicates that policy recommendations on SS and TC do serve as catalysts for partnerships for the achievement of SD with a myriad of partners. The same is true for the UN entities that started to incorporate SS and TC in their work such as Office of Counter Terrorism of PBSO and others following the BAPA+40 recommendations.

Another aspect to take into account is that the Office is not an operational entity in the sense of the operational activities of the United Nations Development System. The reason is double: first, given the cross-cutting mandate of the Office focusing on the support to intergovernmental and policy-making in SSC and other aspects related to it such as the reports prepared to inform these processes, and secondly the very limited operational capacities of the Office at the country level. This last element explains why the projects financed through the funds are implemented by different UN entities. The role of the Office is to promote South-South and triangular cooperation as modalities of engagement by the global development community and within the United Nations to achieve sustainable development.

TRUST FUNDS

UNOSSC financially manages and sustains implementation of trust funds that support collaboration and piloting of South-South initiatives. These trust funds are:

- The Pérez-Guerrero Trust Fund for South-South Cooperation (PGTF), established in 1983 and managed by UNOSSC on behalf of the Group of 77 (G-77). The PGTF provides catalytic financial support for cooperative projects carried out by three or more developing-country members of the G-77.
- The United Nations Fund for South-South Cooperation (UNFSSC), established in 1996 to promote, support and implement South-South cooperation. It constitutes a core element of the United Nations system support to Member States in their strategy to engage partners and mobilize resource for the joint implementation of innovative and transformative South-South cooperation activities.
- The India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund), became operational in 2006 to support developing countries on a demand-driven basis in addressing their development challenges. The IBSA Fund implements, through partnerships, replicable and scalable projects that can be disseminated to interested developing countries as examples of best practices in the fight against poverty and hunger.

- The India-UN Development Partnership Fund is a dedicated facility established in 2017 within UNFSSC. It is supported and led by the Government of the Republic of India, managed by UNOSSC, and implemented in collaboration with the United Nations system. The India-UN Development Partnership Fund supports Southern-owned and led, demand-driven and transformational sustainable development projects across the developing world, with a focus on least developed countries and small island developing states. United Nations agencies implement the Funds projects in close collaboration with partnering governments.

The projects and processes supported via the trust funds have been pioneering initiatives for the implementation of South – South Cooperation. Some of them are early initiatives, like the PGTF which has been in operation for over 37 years. Although some of these initiatives are long – standing, they have adapted over time to incorporate newer principles of development cooperation, such as issues –for example – related to sustainable development. All of the Funds adhere to core South-South cooperation principles: national ownership and leadership; mutual benefit; equality and horizontality; non-conditionality; and complementarity to North-South cooperation.

Overall, the trust funds¹⁵ [through the projects they generate] facilitate South – South partnerships as well as partnerships among and between different institutions and UN entities. Particularly in the last few years, the trust funds have revitalized concrete implementation of South-South cooperation within the UN system, and have a high potential for replication and upscaling with proper proactive methodologies for this.

Nevertheless, there has been no systematic or integrated analysis of the concrete results, or of criteria such effects, and impacts of the projects supported by the different funds. The reason is partly due to the varied expectations among the different governance structures of the trust funds, and also partly due to the fact that SSC partners are still yet to arrive at a consensus on evaluation approaches of SSC. Consequently, this review cannot speak to patterns normally associated with projects’ evaluations or assessments, such as those criteria mentioned above. Therefore, it would be positive to carry out such as assessments in the future that would analyse the core issues related to projects such as results, capacity-building, built-in project sustainability, replicability, and up scaling. This not only to understand the projects’ effects but also to act as a catalyst and input for other processes that the Office fosters such as knowledge sharing and information dissemination on South – South Cooperation.

Trust Fund Management services is an area which has experience growth in recent times. It is a transversal service provided by UNOSSC that facilitates SSC programmatically, through applied policy, in partnership brokerage, and financially. It is also a service line that enables UNOSSC to attain its Policy and Programme objectives, as it provides a venue for policy debates on practical initiatives and on working jointly with the UN system. Therefore, it feeds such policy conclusions into Member States bodies and instruments for SSC. UNOSSC increasingly recognizes Funds Management as a core area of its activities, and is

¹⁵ Selected information on the Trust Funds is found in Annexes.

strengthening the structure and institutional linkages for further development and thriving of its trust funds.

KNOWLEDGE SHARING AND KNOWLEDGE MANAGEMENT

UNOSSC carries out activities and fosters processes to strengthen knowledge sharing, capacity building and technical assistance between countries. It facilitates the documentation and sharing of experiences, practices or pathways, approaches and tools for South-South cooperation that can help countries to realize their shared aspirations for achieving sustainable and equitable development.¹⁶ Several initiatives are implemented under this umbrella classification.

The Office, along with development partners and in consultation with UN agencies, has developed a global knowledge sharing and partnership-brokering platform called the *South-South Galaxy*. The aim for this platform is to respond systematically and effectively in supporting developing countries' demand to connect, learn and collaborate with potential partners. The Office indicates that this initiative serves as a consolidated South-South solutions platform for Southern partners in the UN system and acts as a one-stop-shop for all partners to use. It connects in sharing information and also in brokering or providing services for SSC implementation. This initiative aims at becoming a robust knowledge hub of mapping South – South and Triangular cooperation experience and analysis for charting development solutions. The South-South Galaxy reports that it is a repository of resources on SSC and TrC which harnesses inputs from and associates with more than 250 partners. South - South Galaxy also connects partners with financing mechanisms, and channels advisory services by linking partners with thematic experts from UN agencies to provide implementation support.

Several stakeholders have underscored the usefulness of these activities to their work as well as for the generation of knowledge in general. As of yet, however, it will still require continued efforts to keep improving user experience and functionalities. South-South Galaxy is a platform that will continue to improve. An assessment will be conducted after a year of its operationalization to assess which areas need to be improved. This is part of the Galaxy's overall mission. Some partners that have used and /or nourished the platform have indicated it value however some indicated that it is difficult to navigate. Several stakeholders and key partners, on the other hand, have recommended, indicated or suggested the need for information brokering by UNOSSC, which albeit is already a part of the South – South Galaxy. This indicates that familiarity about the platform itself and some knowledge management/brokering products is not widespread. This may be partly due to the fact that the platform has only been launched for over half of year before the time of this review. That is, although the Galaxy has combined a series of inputs to be a repository of relevant information and knowledge, some partners are asking for the production of services that the Galaxy already generates to some degree. South-South Galaxy provides g7+ in building a virtual secretariat, a regional space for COMSATS, a virtual knowledge sharing space for UNCCT¹⁷.

¹⁶ www.unsouthsouth.org

¹⁷ Change after the pre-final version: the last sentence marked with footnote-17 is added as it was omitted.

This indicates that this endeavour could benefit further if it is more widely known with improved communication outreach and it can enhance its proactiveness by energetically connecting stakeholders and brokering partnerships, as well as if it links with other communication and outreach endeavours. The South-South Galaxy has also withstood issues with insufficient staffing capacity vis – à vis what is attempting to achieve¹⁸.

The *South-South Global Thinkers* initiative, a joint enterprise between UNDP and UNOSSC, is currently made - up of six think-tank networks with more than 250¹⁹ individual member institutions organized as a coalition. That is, the members are well established networks of think tanks bringing into the initiative their individual member institutions. Such an approach of enlarging the research capacity through building a network of networks helped to achieve impact at scale while minimizing administrative cost. This partnership is providing conceptual and academic input into different processes attached to UNOSSC. The Office commissioned the most needed research that addresses current knowledge gaps on SSC as identified by the global research community and SSC policy makers. The South-South Global Thinkers Initiative is pooling capacity and expertise from institutions to add to the knowledge base of SSC and to advance Southern thought leadership on this subject. The Office reports that voices of the Global South have been better incorporated into the Human Development Report 2020 through closely working with the Human Development Report Office and South-South Global Thinkers in capturing required inputs and perspectives from think tanks in the developing countries. Further information on knowledge management including South-South Galaxy, research, think-tank initiatives and other particulars can be found in Annexes.

PARTNERSHIPS AND PROGRAMMES

UNOSSC supports global and regional activities, with coordinated assistance from the UN system, to engage government entities, intergovernmental organisations, non-state actors, technical institutions and individuals in cross-cutting thematic areas for advancing South-South and triangular cooperation (SSTC) for sustainable development. This includes engagement through the Global South-South Development Centre as well as the SSTC Among Maritime-Continental Silk Road Cities for Sustainable Development Project.

Among other programmes is the Youth4South (Y4S) initiative, that includes: Advanced Youth Leadership Programme, including Capacity Development Training for young government officials; Academic Fellowship and Scholarships; Youth Entrepreneurship for the South; and the Global South-South Development Expo. Additionally, UNOSSC facilitates and implements programmes such as the Southern Climate Partnership Incubator; South-South Cooperation on Peace and Development; and the World Green Economy Organization.

¹⁸ Change after the pre-final version: factual error corrected by deleting a sentence.

¹⁹ Change after the pre-final version: factual error related to the number of individual member organizations of the think-tank network corrected.

The Office has established and maintained partnerships and implemented joint activities with various actors to promote South-South and TrC such as APC-Colombia, JICA/Japan, ABC/Brazil, IsDB, APRM, Global Partnership Initiative on Effective Triangular Cooperation (GPI), Pacific Islands Development Forum (PIDF), Commonwealth Secretariat, G77²⁰. The Colombian Presidential Agency of International Co-operation (APC-Colombia) has worked in several initiatives with the Office, for instance in the preparation of joint publications and organizing knowledge sharing events. The Office has also supported APC/Colombia in managing its SS and TC activities. A long - term partner of UNOSSC has been the Japanese International Cooperation Agency (JICA), an institution with which the Office has jointly implemented several projects in Triangular Cooperation (with UNOSSC's headquarters as well as with its Regional Offices). UNOSSC, the Brazilian Cooperation Agency, and JICA are working on implementing the "Capacity Development in Management of South-South and Triangular Cooperation Phase II" project as a continuation to former activities in the same vein.

The Islamic Development Bank (IsDB), as an international financial institution, is increasing its partnerships with the Office through diversified joint activities, including in the context of the COVID-19. The IsDB and UNOSSC are working together to develop and implement the concept of what has been called an "ecosystem approach" for SSC. Working with some of the partners mentioned above and the South Centre, this proposed national ecosystem mechanism for SS and TrC aims at strengthening countries' strategies, setting up national bodies, mapping national capabilities and identifying national development needs for capacity development of national governments to implement SS and TrC. The IsDB has developed a programme to enhance the ecosystem in its 57 country members in collaboration with the UNOSSC. Regarding the Global Partnership Initiative on Effective Triangular Cooperation (GPI), UNOSSC works with other core group members such as Canada, Chile, the Ibero-American Programme for the Strengthening of South-South Cooperation (PIFSCS), the Islamic Development Bank, Japan, Mexico, and OECD.

Stakeholders as well as internal assessments indicate that exchange of information has been the main attainment with these endeavours. Also, innovation has been pointed out as a factor of achievements, for instance by including youth as a theme of work with concrete processes, partnerships and activities fostered by partnership, and by dealing with stakeholders that have not been traditionally a focus of South – South Cooperation, such as local authorities in urban areas.

Some planned activities have been postponed due to the COVID-19 emergency. For instance, the 20th session of the HLC, scheduled for June 2020, has been postponed to a date to be determined. Also, the 11th GSSD Expo, which would be organized with a greener approach than former Expos, is being discussed and envisioned to begin a social media and a digitalized campaign with a series of online activities in the lead-up to the actual in-person 11th GSSD Expo. It was originally planned that the GSSD Expo 2020 would have been organized with a more digital approach than other Expos before. It was intended to be carried out for supporting the expansion of global and regional networks of development stakeholders and the systematic sharing of high-quality and most relevant knowledge and development solutions. Some

²⁰ Change after the pre-final version: omission errors addressed adding the name of partners "Pacific Islands Development Forum (PIDF), Commonwealth Secretariat, G77"

stakeholders that have participated in previous events such as the Expo have indicated that they are useful as information exchanges. Others, however, have indicated that the effort and resources used to organize and carry – out such events are not commensurate with concrete results, impacts, and effects. Therefore, other modalities –less costly more proactive— have been suggested by stakeholders that could be used for information exchange within the partnership work in particular in light of the COVID-19 emergency and a rationalization in the use of resources.

The Global South-South Development Expo (GSSD Expo), is an annual event organized by the UNOSSC in close coordination with host government and institutions, with full UN system support and participation, Since its launch in 2008, 10 editions of GSSD Expos have taken place and brought together more than 30 UN entities and 200 institutional partners from more than 150 countries, and showcased close to 1000 Southern development solutions. They have the following characteristics:

- GSSD Expo is an internationally recognized and sole South-South and triangular cooperation conference of the United Nations system which is designed to showcase evidence-based successful development solutions and initiatives created by institutions from the global South to help achieve the 2030 Agenda for Sustainable Development.
- It provides a platform for all development actors, including the private sector, civil society, academic and philanthropic organizations, to showcase development solutions, disseminate information, share knowledge and lessons learnt, explore avenues for collaboration and initiate new partnership efforts.
- GSSD Expo also provides host country and regional and global stakeholders opportunity to strengthen cooperation mechanisms, while addressing common challenges encountered, it also facilitates practical matching and exchange of knowledge between them, therefore building broad partnerships for sustainable development.

GSSD Expo 2018 (10th edition), held in November 2018 at the United Nations Headquarters in New York, engaged in participation, mutual learning and knowledge-sharing among practitioners of South-South and triangular cooperation. More than 1,000 delegates from over 120 Member States took part in the four-day event, attending the 44 sessions jointly organized by close to 50 institutional partners representing United Nations Member States, intergovernmental and regional organizations, United Nations entities, civil society, academia, the private sector and other stakeholders. Overall, 250 South-South and triangular cooperation solutions were showcased. The 11th DGF took place in Istanbul on 13 December 2019 with the collaboration and support of IsDB and the Japan International Cooperation Agency and in coordination with the Turkish Cooperation and Coordination Agency. The overall theme of the forum was “Charting the post-BAPA+40 roadmap for South-South and triangular cooperation: Towards effective institutionalization of South-South and triangular cooperation for sustainable development”. It provided an opportunity for practitioners of South-South and triangular cooperation to reflect and exchange views on ways and approaches to implement the recommendations of the BAPA+40 outcome document. This edition of the DG Forum resulted in concrete recommendations for the implementation of BAPA+40 outcome. Further information on partnerships is found in Annexes. Another initiative is the Directors-

General Forum, a platform for the heads of the national agencies and institutions of international cooperation from the South and the North and other stakeholders, which has a role in sharing of experiences and peer-learning and as well as match-making for partnerships building between the practitioners of South-South and triangular cooperation.

The Office also has regional offices in Addis Abba (Africa), Istanbul (Arab States, Europe and the CIS) and Bangkok (Asia and the Pacific). In the Asia Office²¹, for example, the Republic of Korea-UNOSSC Facility Project takes place, and the South-South Network for Public Service Innovation is implemented with the Government of Bangladesh. The secondment programme in this bureau is being piloted in Asia-Pacific where Thailand, Fiji and Indonesia and the Pacific Islands Development Forum (PIDF) have seconded staff in support.

The Africa Regional Office has engaged in technical support and policy advice to member states. It has also recently embarked on knowledge-based and strategic interventions. It has contributed to the work of the African Union on “Strategic Partnership between Africa and Emerging Powers” and in building the Pan African Parliament’s capacity in SSC. It has begun to support the Sustainable Development Goals acceleration framework (MAF) and has recently worked with the Economic Commission for Africa on the implications of SSC for the development of Southern African Development Community (SADC) countries.

The Arab States, Europe and the CIS regional office has several initiatives including the “South-South and Triangular Cooperation for Agricultural Development and Enhanced Food Security project” (SSTC-ADFS). Through this regional office the South-South Knowledge Exchange Corridors are fostered, including issues on biotechnology, training in management of farmer-based organizations, and sustainable water resources management.

There are a number of entities, furthermore, that partner with the regional offices such as the UN Regional Commissions and Intergovernmental Organisations, ASEAN, SAARC, BIMSTEC which are key drivers for SSC in the regions.

With an expressed aim of advancing the green economy agenda across the Global South UNOSSC has facilitated some specific processes, such as the World Green Economy Organization (WGEO). This initiative was launched in 2017 and seeks to promote the widespread acceptance and increased importance of the green economy in the context of sustainable development and poverty eradication. WGEO serve as a platform for international cooperation and knowledge-sharing to drive sustained, inclusive and equitable economic growth and job creation. UNOSSC and WGEO in collaboration with UN agencies, academia and civil society institutions intends to further support countries in strengthening national and local institutions, their mandates and capacities (including financial and human ones) to formulate, implement and monitor vertical (i.e. global to local) and horizontal (i.e. sectoral and spatial)

²¹ Change after pre-final version: Some omission was found in the report about the works of UNOSSC Regional Office for Asia and Pacific. So, texts describing the Asia and Pacific Office’s works are added to the annex 8 of this report without changing contents in the main report.

integration for a green economy transition, advocating for an integrated, systematic and holistic approach to transitioning to an inclusive and green economy in alignment with SDGs and the Paris Agreement.

Also, since 2016, the Republic of Korea (RoK) and the UN Office for South-South Cooperation (UNOSSC) have implemented a demand-driven initiative responding to partner countries through the RoK-UNOSSC Programme/Facility for Capacity Development for Poverty Reduction through South-South (SS) and triangular cooperation (TrC) in Science and Technology. The RoK-UNOSSC Facility (Phase 2) consists of three components; namely, Knowledge Platform; Consortium and Scaled-up Project. The Platform provides development solutions and policy guidance for specific sectoral areas requested by partner countries.

STRATEGIC OUTREACH, ADVOCACY AND COMMUNICATION

UNOSSC's outreach and advocacy campaign for the second High-level United Nations Conference on South-South Cooperation was one of the Office's undertaking in communication. In addition to managing media relations, the Office's provided substantive inputs to high-level speeches, interventions, and pre-recorded statements delivered at BAPA+40, emphasizing the role of UNOSSC and strategic South-South messaging. BAPA+40 outreach efforts generated interest globally, and ensured wide coverage by UN News and the international press. Some 70,000-page views were recorded for the web portal of the United Nations Office for South-South Cooperation and over 17.5 million people were reached through social media.

Web traffic to UNOSSC's web portal continues to increase (48,000 in 2018 to over 120,000 in 2019), demonstrating the continued engagement of Member States, United Nations organizations, and other stakeholders with the work of the Office. Social-media followers increased by over 100 per cent in the same period across platforms. The portal links to and showcases the work of numerous partners on South-South and triangular cooperation in their respective focus areas and is available in three of the official United Nations languages.

Following extensive consultations and needs assessment among UNOSSC staff and partners, in October 2019 the Office rolled out an enhanced Communications Strategy, 2019–2021. The Strategy encourages both traditional and innovative, interactive electronic tools (such as social media) to share compelling stories and promote interaction among stakeholders. Toward enabling all staff to work together efficiently to support efforts to communicate and advocate clear UNOSSC corporate messages, the SOPs outline many of UNOSSC's regular communications activities and provide guidance on inputs required, turnaround times for approval of outputs, and details of the relevant focal points. SOP objectives include, among others: developing a common understanding within the office of corporate communications priorities; improving internal communications workflow and timelines; keeping UNOSSC management informed of communications activities across all teams; and coordinated messaging. Communications and advocacy underpinning all UNOSSC work could be benefitted if compliance with the SOPs is encouraged in order to build a strong Office-wide communication culture. UNOSSC is taking steps to address insufficient staffing capacity vis-a vis demands expressed as a challenge by stakeholders (internal and external) also in this area.

UN – SYSTEM WIDE WORK OF UNOSSC

UNOSSC's mandate is to be the focal point for promoting and facilitating South-South and triangular cooperation for development on a global and United Nations system-wide basis as indicated in relevant resolutions²² and [as indicated in the Strategic Framework] this is an answer to a General Assembly mandate. In the mentioned resolution, the General Assembly *“reiterates that the United Nations development system should mainstream and enhance its support to South-South and triangular cooperation, at the request and with the ownership and leadership of developing countries, through a system-wide approach”*. Therefore, the work of the Office not only remains with Member States, as is construed by some partners, but also with the UN system as a whole.

Regarding policy – related aspects, an example of this is the UN system – wide work that was carried out for the organization of BAPA + 40. Further to this landmark even, and in consultation with several UN entities, UNOSSC has coordinated the preparation of the UN System-wide Strategy on SSC to *“achieve more coherent and coordinated support by the UN system”*.

Fourteen United Nations entities participate as implementing partners in UNOSSC trust funds, in accordance with the system-wide role of UNOSSC. This variety of UN entities working with UNOSSC indicates that the Office not only is attuned to its system – wide role but also with the UN reform processes which impel delivery as one. For instance, it is indicated that many of the trust fund – supported projects operationalise UN system reform by consolidating the roles of United Nations Resident Coordinator systems by functioning in an integrated manner and involving different partners. UNOSSC reports work with a number of entities system – wide and has embraced guidance related to UN reform which seeks delivery in an integrated matter between and among UN entities. Nonetheless, several very key stakeholders and even key staff members are not clear or misconstrue the role and function of UNOSSC vis – a – vis UNDP, and this is at times reflected in different documents. Interviews with several key stakeholders outside and within the Office for this mid-term review specified that “UNOSSC is a dependency of UNDP”, not a hosted entity, and even documents, at times, construe UNOSSC as an “office of UNDP”. This is a strong indicator that the relation between UNOSSC and UNDP, within and outside the Office, should be refined and be and it should be made known broadly to the broadest possible number of institutions and stakeholders. The interaction between UNOSSC – UNDP has been changing over time as has the structure of the Office.

Under the SF being analysed, however, it is comprehensively indicated that UNOSSC is institutionally hosted by UNDP. In SF 2018 – 2021 is indicated that *“while responding to Member States needs in line with its mandate, the framework will also, to the extent possible, complement the strategic plans of UNDP and other United Nations entities . . .”*. The Office plays a secretariat function for the intergovernmental and policy-making processes in SSC taking place within the General Assembly, including the UN Conference on SSC. The Office also reports to the GA through the Secretary general reports requested by

²² A/72/237.

Member States. paragraph 27 g) of the BAPA+40 outcome document addressed the issue of the institutional nature of the Office and its relationship with different UN organs.

Knowledge and project work of UNOSSC contributes also to its system wide role. For example, the South-South Galaxy platform has 45 UN entities registered as members and engages in sharing knowledge and building partnerships on the platform. By connecting all relevant platforms in the system, it offers a one-stop shop for knowledge, partnership and services for the UN system in advancing SSC. The UNOSSC global and regional programmes work in close partnership with UN agencies and entities, focusing on themes that cut-cross mandates of several UN entities and add value by connecting their respective expertise. These cross-cutting themes include Youth, Cities, Green Economy, Public Service Innovation, Science Technology and innovation, etc.

INDICATIVE RESOURCES NEEDED FOR SF IMPLEMENTATION AND FINANCIAL RESOURCE MOBILIZATION

The Strategic Framework contains indicative resources needed for its implementation divided by expected outcome. For Outcome 1²³, the indicative resources needed are established as 11,110,000 USD. For Outcome 2²⁴ this is 14,840,000 USD. Lastly, for Outcome 3²⁵, the indicative resources needed are set at 21,990,000 USD. Therefore, the total estimated indicative resources for implementing the SF from 2018 to 2021 is of 47,940,000 USD.

Resource mobilization has in actuality grown in recent years, mainly due to the Trust Funds where UNOSSC is the Trust Fund Secretariat and Manager using South – South and Triangular Cooperation modalities. This has been a trend for the biennial being analysed.

UNOSSC has two types of funding sources: UNDP core programme resources and non-core mobilization of funds. The Office mobilized \$18 million USD in non-core resources in 2018 (which was 33 percent more than the annual target identified in the SF of \$12.5 million) and \$12.7 million USD in non-core resources in 2019, which is approximately the target identified in the SF for this year. Below is a table indicating specifics of non-core resource targets for the two years being analysed in this review.

FIGURE 2: NON-CORE RESOURCE TARGETS FOR UNOSSC STRATEGIC FRAMEWORK, 2018–2019 (IN \$)

Funds	2018	2019
SF Target	12,500,000	12,500,000

²³ Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support.

²⁴ Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.

²⁵ South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.

Achieved	18,052,336	12,734,950
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In the following table the distribution of UNDP Core Resource allocations is included.

FIGURE 3: UNDP CORE RESOURCE ALLOCATION TABLE²⁶

Summary		Budget Approved in Atlas					Distribution
		2018	2019	2020	2021	Total	%
Summary	Outcome 1	526.8	700.0	700.0	700.0	2,626.8	19%
	Outcome 2	469.80	300.00	300.00	300.00	1,369.8	10%
	Outcome 3	443.40	-	-	-	443.4	3%
	Transversal	1,790.4	2,619.3	2,387.0	2,409.3	9,206.0	67%
	Grand Total Amended	3,230.4	3,619.3	3,387.0	3,409.3	13,646.0	
Outcome		Budget Approved in Atlas					
		2018	2019	2020	2021	Total	
1	Policy	210.3	200.0	200.0	200.0	810.3	
1	South Report	182.5				182.5	
1	BAPA	100.0				100.0	
1	Support G77	34.0	500.0	500.0	500.0	1,534.0	
	Total Outcome 1	526.8	700.0	700.0	700.0	2,626.8	
2	Knowledge Management	103.3	100.0	100.0	100.0	403.3	
2	Knowledge Mapping	180.0				180.0	
2	Research		100.0	100.0	100.0	300.0	
2	Expo	119.0	100.0	100.0	100.0	419.0	
2	South- South in Action	67.5				67.5	
	Total Outcome 2	469.80	300.00	300.00	300.00	1,369.80	
3	Project Consultation	443.4				443.4	
	Total Outcome 3	443.40	-	-	-	443.40	
T	Regional Africa	190.2	300.0	200.0	300.0	990.2	
T	Regional Asia	245.8	300.0	200.0	300.0	1,045.8	
T	Regional A and Cis	-	300.0	200.0	300.0	800.0	
T	Climate Change		100.0	100.0	100.0	300.0	
T	Management	723.3	1,126.7	1,194.4	916.7	3,961.1	
T	Direct Project Cost	45.0				45.0	
T	Peace & Dev	193.5	100.0	100.0	100.0	493.5	
T	Communication and Partnership	392.6	392.6	392.6	392.6	1,570.4	
	Total Transversals	1,790.4	2,619.3	2,387.0	2,409.3	9,206.0	
	Grand Total	3,230.4	3,619.3	3,387.0	3,409.3	13,646.0	

²⁶ The presented financial figures are in thousands.

As seen in the UNDP Core Resource Allocation table above, of the overall approved budget in Atlas there are marked differences between the budget approved for each of the three outcomes in the Strategic Framework 2018-2021 and for the transversal work of the Office. For Outcome 1 (entailing Policy, South Report, BAPA, Support G77), the approved budget is 19% of total resources. While for Outcome 2 (entailing Knowledge Management, Knowledge Mapping, Research, Expo, South-South in Action) the approved budget is 10% of the overall resources allocated. For Outcome 3 (which entails Project Consultation) the approved budget is 3% of the total resources. What the Office defines as Transversal (which entails work expressed within this category as Regional Africa; Regional Asia; Regional Arab States, Europe and the CIS; Climate Change; Management; Direct Project Cost; Peace and Development; Communication and Partnership) the UNDP Core Resource Allocation is two-thirds (67%) of total allocations budgeted.

Although resources have increased in recent times, they are not truly commensurate with the increased Office needs based on activities and processes planned as well as increased demand due to the higher prominence and increased needs for South-South and Triangular Cooperation. Demand for activities, processes, and outputs have increased, for instance, in the period being analysed as the BAPA + 40 implementation phases begin to take place, the funds mobilization via UNOSSC increases, and as the visibility of SSC and TrC also upsurges.

Other sources are not thoroughly calculated or acknowledged with full metrics when the Office reports resource mobilization. For instance, in-kind support or financial support that carries out activities endorsed or carried-out by UNOSSC but do not imply a direct financial flow is not acknowledged as such thoroughly. Secondment of personnel and support through sponsored JPOs is also not calculated as resource mobilization. If this would be acknowledged with specific metrics, the overall mobilization of resources [financial and other] would be better represented in analysis.²⁷ This combination of financial and in-kind support has been practiced by UNOSSC but not always facilitated by the current resource management and reporting tools of UN agencies.

Although before the COVID-19 pandemic UNOSSC indicated that it was expected that resource mobilization would continue to grow, this is not such a certainty at the time. There is a global expectation of dwindling cooperation resources as a whole as a result of declining economic factors as well as expectations that countries will target internal issues, a descent of multilateralism, and other such matters that could (conceivably) impact upon mobilization of resources (core and non-core as well as in-kind support).

SUSTAINABLE DEVELOPMENT GOALS AND IMPLEMENTATION OF THE STRATEGIC FRAMEWORK

The SF specifically states that *“this strategic framework is designed to guide the work of the United Nations Office for South-South Cooperation (UNOSSC) from 2018 to 2021 in support of efforts of Member States to implement the 2030 Agenda for Sustainable Development through South-South alliances and*

²⁷ The Office points out that this, however, is in line with the spirit of SSC, often leading to support that is most needed and suitable, mutually beneficial, not always in monetary terms.

partnerships.” Regarding SDGs specifically, the SF indicates that “The overarching goal of UNOSSC under this framework is to support Member States efforts to achieve the eradication of poverty in all its forms and to promote gender equality and women’s empowerment so as to achieve the 2030 Agenda through enhanced South-South cooperation, including triangular cooperation.”

Given the adoption by member states of the Sustainable Development Goals in 2015, the orientation of the relevant strategic framework governing the Office also changed (for the previous framework --SF 2016 – 2018-- and of course the current one being analysed here) to incorporate SDGs. The SF 2018 – 2020 therefore puts a strong emphasis on SDGs, for instance as expressed in the SF currently being analysed: *“Multi-stakeholder partnerships provide UNOSSC and the United Nations system the means to support Member States as they formulate policies and programmes to deal with the challenges posed by the Sustainable Development Goals.”*

Additionally, explicit reference is made to SDG 17 in several dialogues (also highlighted in the SF 2018 - 2021), which deals with cooperation and partnership, which --at some level-- pertains to South – South and Triangular Cooperation: *“Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development”* with the understanding that the road to SDG realization will only be apprehended with strong global partnerships and cooperation. This is an explicit example that the partnerships and cooperation are not or should not be an exclusive goal in and of themselves, but a means to attain sustainable development targets. Global Partnership is a cross-cutting goal with its specific targets aiming to support other SDGs.

There is also a perception by many stakeholders and corroborated through document analysis that some issues at the very core of SDGs should be better imbedded in promoting the implementation of SDGs that the Office promotes. There are analyses, corroborated by the interviews and document review that provide information for this mid-term assessment, that SSC agenda needs to be better or more fully aligned to the SDGs as a whole. That is, that SS and TrC needs to be a vehicle for promoting the integrated achievements of SDGs.

Regarding specific issues, such as gender for instance, it is professed that the promotion of gender equality and women’s empowerment is not fully mainstreamed in the workings of UNOSSC [besides some concrete knowledge, research, and projects that do deal with gender issues and in the type of SS and TrC it promotes, or in some dedicated projects under the Trust Funds]. Although, it is understood that the explanation given for not mainstreaming gender equality is that SSC is demand driven and that clients do not have considerable petitions for gender equality mainstreaming within projects and activities supported, it cannot be denied that the umbrella guidance pertains to SDGs fully acknowledges the promotion of gender equality between women and men as partners and beneficiaries of development, as well as women’s empowerment. Furthermore, it is also a specific mandate in the SF [2018 – 2021] where it is stated that *“Recognizing the contribution of South-South cooperation in promoting gender equality and the empowerment of women and girls in sustainable development, the Office will encourage further efforts to mainstream gender perspectives into South-South cooperation.”* Acknowledging this issue, the Office has recently set up a gender task team and made work plans to improve gender mainstreaming in both institutional and overall work programme

UNOSSC'S ORGANIZATIONAL ISSUES AS THEY RELATE TO OBTAINING OUTCOMES AND THE IMPLEMENTATION OF ITS STRATEGIC FRAMEWORK (2018-2021): WORK PLANNING AND ORGANIZATIONAL STRATEGIES

Although this is not a functional assessment, this review has been entrusted with assessing what factors have contributed or hindered progress toward achieving outcomes and outputs as well as to assess the extent to which UNOSSC progress in achieving institutional effectiveness is due to organizational issues.²⁸ As the evaluation questions posed to this mid-term review attest, these analyses are within the domain of this review. Furthermore, the contributing or hindering organizational factors for the achievement of outcomes or results were also part of a high number of spontaneous inputs by most stakeholders consulted throughout the mid-term review process.

There have been recent attempts to enhance UNOSSC professional capacity, and it is noticeable that the Office has implemented changes in recent times to enhance its organizational aspects for the biennial being analysed [2018 – 2020], in particular in the latter part (late 2019 to early 2020) of the mid-term review time scope. Several of these changes to foster improvements have to some degree been delayed or stalled due to the COVID-19 emergency. Yet, the analysis presented here has a broader scope than the last few months, and takes into account issues that the Office has had to contend with in the years 2018 – 2020 as a whole to respond with the abovementioned changes.

The organizational issues [and therefore the changes being implemented] respond to some of the matters that the Office has had to contend with regarding in-house capacity, staff rotation, gender parity and other related matters. Although the Office has engaged in improvements in recent periods, some issues still endure. For instance, staffing is insufficient for the Office to implement the plans it needs to implement for functional enhancement. This assessment is not only part of this valuation but it is also carried out by other analysis and it is expressed as a challenge by most stakeholders (internal and external). These issues are identified at the headquarters level, within the different areas of UNOSSC, with funds management as well as with the regional offices. Several of these are identified here forth as they pertain to 2018 – 2020. Gender parity²⁹ is also an issue. Of the seven senior level posts (P5 and above), only one of those positions is occupied by a female staff member. This is an issue that needs to be addressed as it shows UNOSSC's commitment to gender equality and women's empowerment. Additionally, UNDP has achieved gender parity for senior posts and since UNOSSC is housed within UNDP, it should aim to achieve that as well.

²⁸ See scope of the review and evaluation questions in the above section REVIEW SCOPE, APPROACH AND METHODS AND DATA ANALYSIS, indicated for this mid – term review's terms of reference.

²⁹ Changes after pre-final version: Texts added in the report focusing on gender parity as they found omitted.

Although a growing cooperation between different teams within the Office is acknowledged³⁰, at headquarters, there is a tendency for some areas to operate in silos with a division of labour, which for a small office with a concrete mandate is perceived as a counterproductive hierarchical organizational scheme. Therefore, the Office's structure has not fully led to harmonized synergetic programmatic work.

Several plans have been developed to enhance work in some areas of the Office. For instance, a communication strategy and standard operation procedure were developed to create synergy and coordination in the area of strategic communications between the substantive team and the communication team. A partnership and resource mobilization strategy is also in the process of being finalized in order to bring more coherence and systematization in the area of partnerships and resource mobilization within the Office. Furthermore, a result – based monitoring and evaluation plan has been generated and is in the process of being approved.

Results – based work planning as such is increasing, this trend needs to step-up in order to operate with planning tools to deliver integrated and quality results, in particular in the actual context and taking into account future expectations. The Office has recruited a communication specialist, a partnership analyst, a fund administration specialist, a result management specialist, as well as enhanced its mobilization of human resources through secondees and JPOs. In addition, the Office has put forward its procurement strategy and multi-year work plan, engaging Long-term Arrangements with individual consultants to ensure more predictable and sustainable quality services. This has transformed the office to have a stronger professional capacity in order to deliver the enlarged demand and support the enhanced momentum of the agenda. Challenges remain as the Office needs to continue improving its structure and mobilizing support to enlarge its staffing capacity

The Regional Offices are three at the moment, and their work has varied in different periods of the Strategic Framework [2018 – 2021] implementation. The aim for the regional units and regionalization of work is to support South-South cooperation by pooling resources and offering advisory, programme, knowledge and operational services to the different countries in the region(s). The objective is to support the countries in the regions in a more decentralised format. As indicated earlier, UNOSSC operates from its headquarters in New York and through three Regional Offices in Addis Abba (Africa), Istanbul (Arab States, Europe and the CIS) and Bangkok (Asia and the Pacific).³¹ These three units are based at UNDP Regional Service Centres. Although there is to be a regional department for Latin America and the Caribbean, the Regional Office for LAC was never created. Strengthening of operations for the existing regional offices is being analysed. Some issues that need to be addressed for strengthening the operations and increase capacity of the regional offices have also arisen out of document assessments and stakeholder inputs to this review. Some issues have been specifically pointed out. For instance, that there is no robust continuous full interaction between the Regional Offices in place and headquarters as a whole

³⁰ For example, project and fund team with knowledge team; particularly during COVID-19, have carried out some concrete activities (e.g., webinars) which required and enhanced coordination between different teams, and with regional offices as well.

³¹An updated organizational chart (as of June 2020) is found in Annexes.

and a disconnect between more policy-oriented work and implementation servicing on the ground. Several stakeholders [within and outside UNOSSC] have pointed that this shortage of full interaction results in overlays between the work of the more territorial offices and the work at headquarters, insufficient conceptual unity, as well as internal overlaps at times.

Other precedents are indicators of the issues mentioned above. For instance, the Office has signed over 140 Memoranda of Understanding, many of them aiming at providing cooperation frameworks and to facilitate as well as to strengthen collaboration between and among the parties in areas of common interest. Many of the co-signed memoranda of understanding were also done in the context of BAPA + 40. A number of these agreements have been implemented due to a programmatic approach that accompanied the MOUs. This is the case with MOUs with the Government of Turkey, FC-SSC, CiKD, ICGEB, MENAPAR, UNV, WFP, IsDB, OIF and others. However, a number of them which have not been accompanied by a concrete work plan nor backing to concretize these perspective partnership agreements, have not engendered concrete results nor products. Several stakeholders who have signed these MOUs are also becoming frustrated that these agreements have not been implemented. It is perceived that these agreements in general cannot become fully operative with the capacity and resources UNOSSC has at the moment as well as due to a want for integrated programmatic planning needed to implement the activities potentially originating out of these memoranda in an integrated results-oriented synergistic manner. An important aspect to operationalize the partnerships established is to strengthen the partnerships team. Follow-up from both the office and partners are crucial to promote and strengthen partnership and cooperation, under the MOUs. Based on the demand-driven approach, proposed concrete demands from partners will be also crucial to promote the realization of MOUs.

Staffing is an indicator of the Office's capacity to implement the Strategic Framework [2018 – 2021] and to fulfil its mandate. By all accounts and analysis, within the Office as well as from outside stakeholders, is that UNOSSC does not have currently the resources (financial, human resources, etc.) to translate into in – house capacity to fulfil its mandate, as well as to fulfil the increasing demands presented by the higher visibility of South – South and Triangular Cooperation; the increased demands that originate out of the implementation of activities after BAPA + 40; more demand for servicing from different actors, and the increased visibility that South – South and Triangular Cooperation [system wide as well by member states] has had of late.

The Office for a long time has mostly relied on provisional appointments for staffing and consultancies. Some of the appointments have been temporary for several years, with constant renewals. This reliance on individual brief consultancies for staff has created an environment of temporality as well as high rotation. Both regularity and flexibility of staff is important to enhance the capacity and innovation of an organization. This has, overall, slowed - down the capacity of the Office to operate effectively and efficiently. This has also put a strain on resources consumed in recruitment to periodically fulfil what turn out to be temporary posts. At times this modality has also hindered the incorporation of staff (whatever their contracting modality is) that are fully cognizant and knowledgeable of the political as well as on the technical / project implementation aspects of South – South and Triangular Cooperation, as well as fully knowledgeable of member states or system -wide needs and expectations, with little opportunity to proper induction.

To some extent, UNOSSC has enhanced some of its professional capacity, phasing out some staffing based on temporary individual consultancy contracts and increasing the numbers of more permanent staff as well as overall capacity strengthening to some degree, especially in the areas of results management, communication and partnerships, as well as fund management. Yet, since staffing has been fragile organizationally for some time, and although there have been some recent changes in order to enhance in-house capacity, this issue continues to strain the Office's effectiveness. The four trust funds have also been managed with frail capacity, although here also there have been some recent incorporations of staff that could lead potentially, with proper institutional adjustments, to increased efficiency and effectiveness.

RESULTS BASED MONITORING AND EVALUATION

Throughout this review the Office has received appreciations from a number of varied stakeholders about monitoring, evaluation, reporting, as well as ground truthing projects' information. The claims that the Office tended to operate without satisfactory accountability of its activities nor adequate oversight and reporting were also presented in the assessments of the previous strategic framework³² and some of these continue to linger into this period [2018 -2020] under review, particularly until late 2019. In response, partially, to these claims in previous assessments and to other analysis, the Office has advanced in generating several different tools and methodologies for having an integrated work plan as well as for results-based monitoring, evaluation and reporting.³³

UNOSSC has advanced in setting an office-wide Evaluation Plan which is in the process of being implemented. This Plan is aligned with UNDP's Evaluation Policy and was developed in consultation with other UNDP-wide areas that deal with programmatic and evaluation issues (such as UNDP Bureau for Policy and Programme Support (BPPS) and UNDP's Independent Evaluation Office (IEO)). The present mid-term review is part of this process of designing and implementing assessment tools. Implementation reporting for 2019 is also part of this advancement in monitoring and reporting practices. Some noteworthy conceptual ideas have been introduced in the procedures proposed for UNOSSC's Evaluation Plan. With the explicit understanding from UNOSSC that SSC cooperation is different than other cooperation modalities, the Plan introduces some concepts to refine the assessments that will be implemented. Particularly the adherence to core South-South cooperation principles: national ownership and leadership; mutual benefit; equality and horizontality; non-conditionality; and complementarity to North-South cooperation. Yet, since the tools proposed have only been implemented partially and some of them have not as of yet, there are still many issues to contend in order to refurbish UNOSSC's monitoring, assessment and reporting systems. Growth in resources, particularly as it relates to growth in funds UNOSSC manages, also presents demands for closer follow-up and better as well as more

³²Final evaluation of the performance of the United Nations Office for South-South Cooperation under its strategic framework, 2014-2017.

³³ The UNOSSC Evaluation Plan (2018-21) and the recent completed evaluations reports, along with management responses, are available at: <https://erc.undp.org/evaluation/units/272>.

sophisticated assessment and reporting systems to track projects' implementation and financial operations.

As of yet, the results-oriented reporting/monitoring system reform and refurbishing that the UNOSSC is attempting to implement has not greatly percolated with outside key stakeholders. That is, these plans are not known to most key stakeholders, and – as stated above—since they are new they have not been fully implemented thus far. Therefore, unbeknownst that they are being planned several stakeholders call for these sorts of guidance and reporting tools to be applied. This is a strong point also for continuing to apply planning and monitoring tools since clients and stakeholders maintain that they are an essential step for the Office to further implement outputs in the near and medium term, while catering to the needs and demands of each Fund and taking into account the particularities of SSC.

Several stakeholders (within the Office, from Trust Funds, as well as from UN agencies) have indicated – for some time-- , that the Office needs to improve reporting and reporting tools in many ways: financial (such as standardized statistical measures for reporting on budget and project expenditures and funds management), administrative capacity; as well as actual project implementation. It was also indicated by stakeholders that the periodicity of reporting already set needs to be adhered to in order to truly meet with the periodic reporting committed by each Trust Fund. Some stakeholders expect the Office to have more detailed reporting on all aspects of the work, including substantive results/effects/impacts and that reporting be more result-oriented and not so much based on activities or products.

Albeit the reforms to upgrade and further implement and enhance practices monitoring and evaluation have been underway since a few months before this mid – term review, the culture of results-based monitoring and assessment has not fully percolated internally into the office as of yet beyond those who are versant upon this need and are planning accordingly. There is no full awareness internally from most members of the office of what this entails, i.e. what is results-oriented monitoring, what are the differences between results/products/effects, as well as what is the utility of this type of planning, for instance.³⁴

All that being said, even those stakeholders [within and outside the Office] that appeal for better results-based management tools and improved reporting indicate that these tools should designed [and implemented] with certain features of what is being evaluated / monitored in mind and with a number of caveats. Several stakeholders, also, have forewarnings about reporting burden concerns and not increasing transaction costs, for instance. Furthermore, these concerns apply more to the smaller projects or smaller grants, whereby stakeholders and different assessments indicate that evaluations and reporting need to be commensurate with project size and effort. Along those lines, there is also concern regarding the implementation of monitoring/evaluation tools within the Office given that the tasks at

³⁴ Several stakeholders within UNOSSC believe, however, that the Office is already over-reporting on its activities through the different reporting mechanisms requested through resolutions and decisions of the General Assembly and UNDP/UNFPA/UNOPS Executive Board.

hand and those planned cannot be carried out properly if these efforts and plans are not properly resourced to be effective and efficient.

A caveat needs to be added that results – oriented monitoring, however, needs to be fully anchored on results – oriented planning. Monitoring and evaluation needs to be affixed to planning for results – based management. That is, it would be a futile exercise to implement monitoring mechanisms if planning for obtaining results and effects/impact does not accompany or precede this. Another caveat should be added is that the Office is not an operational entity in the sense of the operational activities of the United Nations Development System. As a consequence, the Office has very limited implementation capacities at the operational level which explains its reliance on UN entities with country level presence to implement projects financed through the funds. Therefore, most of the changes for monitoring/evaluation and adopted tools would be implemented mainly by these country-level entities.

Reporting on the results achieved by the Office given its main mandate will require ample consideration, not only due to the attempts to upgrade monitoring, evaluation and reporting, but also the different activities and processes reported upon (trust funds implementation, policy work, outreach, etc.) but also the internal strains (on resources) that monitoring and reporting can entail if not properly planned and resourced.

COVID-19 PANDEMIC AND FUTURE TRENDS FOR COOPERATION

The review process which gives rise to this report began a few weeks after the COVID-19 pandemic was declared as such. Although evidently the mid-term review does not assess the response of the Office to the pandemic itself (which would of course be impossible to do at this stage), ignoring this issue would render the present review irrelevant given the unprecedented as well as ongoing nature of the coronavirus outbreak. It is acknowledged widely that the health crisis has laid bare and exposed grave risks and issues such as social and economic inequality, health systems that come up short of being efficient and equitable and other equitable development issues, which are at the very core of the UNOSSC's essence.

Although a short time has elapsed between the beginning of the outbreak and the mid-term review, a number of initiatives and processes were introduced and/or supported by UNOSSC. In this area, the UNOSSC has continued to have an active and relevant role by providing services to its partners by assessing needs of different countries, facilitating exchanges to interchange experiences and best practices and connections between different stakeholders dealing with COVID-19 and as well as more tangible initiatives such as sourcing personal protective equipment (PPE) suppliers information, mapping of responses and sharing of knowledge and best practices through the South-South Galaxy across countries in the global South (for instance, by hosting webinars via the Galaxy jointly with UN agencies and development partners to promote the sharing of experiences and emerging lessons learned from different countries responding to COVID-19). The webinars highlighted opportunities for South-South and Triangular Cooperation and knowledge sharing.³⁵ Furthermore, support provided by the funds and other

³⁵ The Office reports that they have engaged with 360,000 persons in these activities.

partners such the Islamic Development Bank in the context of the pandemic, are among other such initiatives. The responses had been quite swift and not cumbersome for the most part, responding within the Office means to the humanitarian crisis in a direct manner with speed, flexibility and responsiveness.

Specific products and processes that have taken place and/or been supported are:

- Some USD 5 million has already been made available and more allocations are being fast-tracked from the UN Fund for SSC and the India-UN Development Partnership fund, to support developing countries efforts in responding and social-economic recovery from the pandemic.
- The India-Brazil-South Africa (IBSA) Fund enabled e-learning system in Vietnam to deliver training modules to front-line health workers, and supported Zambia local communities to avail educational materials on COVID-19 response.
- Over 270,000 protective masks, PPEs, and other medical supplies have been mobilized by partners brokered on the UN system-wide Digital Platform -- "South-South Galaxy".
- Hundreds of research papers, knowledge products and Southern solutions have been collected and shared widely through over 30 webinars and trainings organized by UNOSSC, jointly with UNDP and other UN agencies.

Strategic meetings, activities, projects and other outputs have been postponed and/or delayed. Therefore, the implementation of several key areas of the SF are to be reviewed. The 20th session of the HLC, which could have given further guidance about the implementation of the BAPA+40 recommendations, has been postponed to a date to be determined due to the COVID-19 pandemic.

As stated above, an analysis of the UNOSSC response to the pandemic is not a mandate of this review, nor would it be possible to do a thorough analysis in the midst of the crisis. Nevertheless, some patterns and trends are emerging regarding UNOSSC response to this crisis. First, the flexibility and rapidity of response of the Office. Second, and underlying the UNOSSC's mandate as indicated in the Strategic Framework, is the demand-driven servicing to stakeholders within the context of the pandemic.

There is a strong acknowledgement that at this time the global main focus are the unrelenting challenges tackled by the health field. Yet, it is becoming increasingly apparent that the COVID-19 emergency is having and will continue to have profound and grave political, social and economic impacts, not only in the Global South (although the South is likely to be more affected and less resilient to these effects). There are concrete impacts and consequences of the COVID-19 pandemic on all 17 SDG Goals.

Stakeholders have pointed out (both at the UNOSSC as well as partners from other institutions within and outside the UN System) that COVID-19 and the new context originating out of this pandemic can and will certainly pose challenges to cooperation in general. Yet, it has also been stressed that the pandemic can also pose a series of unique opportunities for South-South and Triangular Cooperation, and even for South to North Cooperation.

CONCLUSIONS

The expected outputs and outcomes have progressed thus far to a large degree in the implementation of Strategic Framework 2018 - 2020. They have contributed to the UNOSSC mandate implementation significantly to promote the principles of South-South cooperation.

Progress thus far has been in several areas of policy momentum and specific promotion of SSC through programmes and trust fund management, partnerships generation, as well as knowledge management and exchange of information regarding SSC. UNOSSC, throughout the period of implementation of the first tranche of the SF 2018 -2021 has been part as well as an agent of significant political momentum for the promotion of South – South Cooperation and (albeit to a lesser degree) of Triangular cooperation. This has been impelled by and with several policy related developments, such as the BAPA + 40 conference, system – wide strategy and similar outputs either fostered or enhanced by UNOSSC. Furthermore, a number of process within the sphere of partnerships have been adopted as have the operation of trust funds.

Furthermore, there has been information exchange, conceptual debates, and knowledge management through different methods, mechanisms and events has been impelled and promoted. UNOSSC carries out activities and fosters processes to strengthen knowledge sharing, capacity building and technical assistance between countries. It facilitates the documentation and sharing of experiences, practices or pathways, approaches and tools for South-South cooperation that can help countries to realize their shared aspirations for achieving sustainable and equitable development. Several initiatives are implemented under this umbrella classification, such as the recently developed knowledge sharing and partnership-brokering platform called the South-South Galaxy. Furthermore, the Global South-South Development Expo (GSSD Expo), an annual event organized by the UNOSSC in close coordination with host government and institutions, has taken place.

The Office has managed and sustained implementation of trust funds that support collaboration and piloting of South-South initiatives: the Pérez-Guerrero Trust Fund for South-South Cooperation (PGTF); the United Nations Fund for South-South Cooperation (UNFSSC); the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund); and the India-UN Development Partnership Fund. UNOSSC's regional offices (in Africa, in the Arab States, Europe and the CIS region, and in Asia and the Pacific) have carried out several key initiatives, engaging in building capacity for regional and national partners in a decentralised manner, promoting innovation and knowledge-based interventions, providing technical support and policy advise to member states in the regions where they operate and partnering with regionally – based institutions.

For the above, the Office worked in very close and in accord with member states and political groupings within the UN. It has serviced intergovernmental groupings, and has provided services to the General Assembly and to its subsidiary body, the High-level Committee on South-South Cooperation. Regarding the specific expectation that SS and TrC would be further mainstreamed system – wide within the UN, there has been conceptual and concrete support by or through UNOSSC to do this. Given the above, therefore, the guidance role as the UNOSSC as a focal point to promote and heighten SS and TrC throughout the UN system has been enhanced in recent years.

The achievements and progress in implementation of the Strategic Framework [2018 – 2021] can be associated to a series of contributing causal factors, the main ones being:

- *Leadership*, in particular as it relates to contributions for preparation and coming to fruition of the BAPA + 40 Conference and related events and ensuing system – wide policy. Specific, knowledgeable and dedicated engagement in political processes by staff and by leadership have been the main contributing factor to obtaining these outcomes. The role of the Office as facilitator was underscored by skills that brought together not only divergent points of view but also managed to foment innovation in the debate regarding South-South Cooperation as well as Triangular Cooperation.
- *Proactive engagement by staff* in the many activities, projects, and different areas of work of the Office has been one of the contributing factors for achievements. Engagement by staff with several partners outside the Office to implement activities and processes has also been a highly valued asset, creating positive synergies with several partners (within and outside the UN System).
- *Ability to bring different points of view* from a wider community of different stakeholders to the discussions, developments, and debates that the Office endorses or promotes. This entails bringing in not only different member states, UN entities and multilateral organizations but also harnessing the participation of multiple types of stakeholders [think tanks, CSOs, NGOs, financial institutions, etc.].
- *Capacity to play a brokering role* in the different processes that the Office endorses or promotes. Not only in the political and policy discussion processes but also in the knowledge managing, knowledge sharing and exchange procedures that the UNOSSC implements or participates in. This is aided by a capacity to create a space where different parties construct partnerships.
- *Confidence and trust by several partners*. For instance, by those members states closely linked to trust funds in different capacities, when consigning to the Office the management of concrete mechanisms and resources to implement projects that showcase South-South Cooperation. Furthermore, trust from governments and groupings, from the Global South mainly, was also cemented in the biennial being analysed. Additionally, and a change experienced mainly in the biennial being analysed, the Office's inclusion and engagement of non – traditional stakeholders in the debate on South-South and Triangular Cooperation (such as developed countries and traditional ODA donors, non – state actors, etc.) has also generated an environment of trust from many of these stakeholders vis – a – vis UNOSSC.
- *Uniquely positioned to promote efforts at integrating three layers of action in SS and TrC*: global, regional, and national (albeit with different degrees of insertion or success). Ability and unique positioning to integrate the different layers of action mentioned within the UN system – wide reform and the “delivery as one” viewpoint.

A series of hindering factors have also been identified that have deterred further sustainable achievements within SF [2018 – 2021] and, if unchecked, could encumber achievements in the second

phase of implementation of the Framework (until December 2021) as well in the next UNOSSC Strategic Framework. The most salient hindering factors are as follows:

- *Shortage of robust sustainable financing* to aid and channel the achievement of expected outcomes of the SF 2018 – 2021, to consolidate the Office’s work in support of efforts of Member States to implement the 2030 Agenda for Sustainable Development, as well as to support intergovernmental processes that set policies for advancing South-South and Triangular cooperation across the United Nations system.
- *Insufficient staffing with long term employment agreements* within UNOSSC to properly carry out its mandate, in particular taking into consideration new demands, new visibility of South-South and Triangular Cooperation, as well as needs to further advance the development agenda (SDGs) within a SS and TrC framework. This is evident in several realms of the Office (for instance, in staffing with technical, conceptual, managerial duties and partnerships and communication teams, inter alia).
- *Un - integrated institutional structure* that affects the capacity and institutional effectiveness of UNOSSC to deliver and achieve institutional effectiveness in a unified and cohesive manner.
- *Unclear and / or uncertain partnership agreements* with stakeholders and some parties within the UN system – wide network and with particular agencies and other partners to actively harness synergies between the parties, as well as imprecise resources (staffing and financial) to properly implement partnerships and partnership agreements.

The period being assessed (2018 – 2020) in this exercise has been a demanding yet eventful and important period for UNOSSC. The period has as underpinnings a series of achievements that open the door for opportunities but also for risks and challenges. Opportunities, risks and challenges not only in seeking outcomes and results in the period that is left for the implementation of the current Strategic Framework but also for future work beyond that. In the search of being a step ahead of risks and challenges, UNOSSC and associated partners from different institutions will benefit from self – examinations of where the Office goes from here both at the conceptual and at the practical levels. This is key for the design of the next strategic framework.

For instance, the Office has been keystone in BAPA + 40 and has helped in brokering a UN system-wide strategy on South-South and triangular cooperation which, once approved and operational, could be a substantial game changer. There should engaged in examinations of how its role within the UN system changes in accordance to these and what opportunities and challenges these present. Additionally, UNOSSC has engendered a number of associations through specific processes such as the trust funds, partnership agreements, knowledge management and information exchange developments, brokering of knowledge and alliances.

Further to the above, the Office ought to implement operational and institutional changes to reduce whatever risks and challenges present themselves by leaping at opportunities so that it does not become outmoded or superseded by system – wide as well as global changes. For instance, to address

opportunities that include generating mechanisms to manage knowledge and demonstrate the value added of South – South and Triangular cooperation in concrete terms while applying the principles and concepts this type of cooperation embraces.

The COVID – 19 pandemic and the ensuing social and economic crisis being experienced across the globe pose further risks and challenges but also opportunities for SS and TrC. As stated in the recent progress towards the Sustainable Development Goals Report of the UN Secretary-General³⁶, while this crisis is *“imperilling progress towards the Goals, it also makes their achievement all the more urgent and necessary”*. This report points that it is essential to protect the gains achieved and search for transformative recovery from COVID-19 as risks of future crises are reduced inclusive sustainable development is brought closer. For this to come to fruition there is a requirement of *“leadership, foresight, innovation, finance and collaboration among all governments and all stakeholders.”* It is within this framework that the UNOSSC can carve its future.

³⁶E/2020/57

10. RECOMMENDATIONS

Recommendations presented are suggested improvements in the remaining period of the current strategic framework and early strategic way forwards for the next phase of the UNOSSC Strategic Framework. The recommendations also are intended to further enhance and give added backing to the changes and advances that the Office has already been carrying out in recent periods to enhance programming and expand effectiveness of its achievements. Following, therefore there is a set of strategic recommendations. In annexes these recommendations are found with a subset of more detailed suggestions on how to articulate these when pertinent.

- 1 *Integrated planning.* Improve delivery and engendering of high-quality results within the Strategic Framework 2018 – 2020 being reviewed here (as well in future strategies). Development of work plans to be solidly affixed upon integrated planning and results-based management and using standard tools and methodologies for work planning.
- 2 *Strengthen substantive work of the Office.* Promote knowledge creation, generation and dissemination on best practices in SS and TrC, and information on field experience and practice in this type of cooperation as well as foment more action – oriented discussions and even toolkits for implementation of SS and TrC. Generate not only policy analysis but also knowledge based on practicing SS and Triangular Cooperation, in order to promote specific technical cooperation for development.
- 3 *Results – based monitoring and evaluation.* Results – based monitoring and evaluation practices Office – wide should be based on results-based management approach. There is a need to build a results-based evaluation and monitoring system within the Office comprehending all of UNOSSC’s activities, processes, outputs, etc.
- 4 *Organizational recommendations.* Although organizational, the following recommendations have as an aim to improve effectiveness and efficiency for the achievements and outcomes the Office aims at obtaining. In general, they pertain to implementing the several plans and proposals that have been generated in order to increase and strengthen capacity within UNOSSC. Strengthen and increase capacity in areas that need it within the Office at all levels of engagement. Strengthening of individual and institutional capacity should be placed in administration, managerial, communication, partnerships, technical and policy – related areas as well as in trust fund management.
- 5 *Resource mobilization plans.* Implement a robust resource mobilization plan for contribution to the different activities that UNOSSC carries out and plans to carry – out attempting to attract more contributions as well better resource mobilization (based on resource mobilization strategies that the Office has drawn). This plan should be complemented by approaching different or new partners to explore further resource mobilization, enhance flexible programming at the different levels of operation that the Office has.

- 6 *Update concepts and Office agenda in order to include Triangular Cooperation fully.* One of the achievements of BAPA + 40 was bridging the divide between SS and Triangular Cooperation discourse in order to acknowledge that triangular cooperation complements and adds value to South-South cooperation. Yet, the products and outputs generated by the Office still need to incorporate this discourse and further promote knowledge about triangular cooperation as a complement to SSC. The Office ought to move forward in the implementation of the BAPA + 40 outcome recommendations on triangular cooperation in close collaboration with all stakeholders.
- 7 *Recommendations related to the COVID-19 pandemic:* In light of the COVID-19 pandemic and its current and possible future impacts, there is a series of recommendations that can be made regarding the pandemic itself vis – a – vis the work of the UNOSSC and its current Strategic Framework while monitor UNOSSC’s capacity to respond to the COVID-19 crisis, methodically and analytically document its initiatives being carried-out at this point regarding response to the pandemic, and continue to take part in UN system – wide and agencies’ initiatives while planning for possible changes that the pandemic may have on resources.

Recommendations for future programming:

- A new strategic framework needs to be developed quite soon in order for it to be implemented from the beginning of 2022 since the SF being assessed here concludes in December 2021. Considering that due to the COVID-19 emergency all programmatic planning and conceptual analysis that a new SF carries would be much lengthier and less energetic than at other periods, several recommendations for future programming are put forth here, yet many of the suggestions above are also applicable as long term recommendations:
 - Begin as soon as possible to reflect internally and with key stakeholders upon the future role of the Office in light of developments, approved policy, and its positioning within the UN system with visionary thinking.
 - Based upon this internal reflection, begin to draught components of a future strategic framework that takes into account what the future role of the Office would be, where are the areas in which it should focus on in the near future. Some areas of focus that emerge from this review, albeit it is an early stage and not the full emphasis of this assessment, are as follows:
 - Further strengthen high quality substantive work by promoting knowledge creation, generation and dissemination on best practices in SS and TrC, and information on field experience and practice in this type of cooperation as well as foment more action – oriented discussions and even toolkits for implementation of SS and TrC.
 - Further advance in impelling implementation of BAPA+40 recommendations.

- Once approved, impel the implementation of United Nations System-wide Strategy on South-South and Triangular Cooperation.
 - For technical and for policy work in the next strategic framework, care should be taken to fully incorporate the innovative trends, issues and themes that have been incorporated in the debate leading to and after BAPA+40 (such as the new visibility and upsurge of SS and TrC, triangular cooperation in this new context, the involvement of non-state actors in SS and TrC).
- The next strategic framework should be made up of policy areas as well as technical and substantive work. The overall umbrella or aim of this work should be sustainable development promotion as posed in the Sustainable Development Goals, and have substantive work as well as policy use the SDGs as an overall perspective with SS and TrC as vehicles to achieve them with high level conceptual backing.
 - Since 2020 has been an unusual year for programmatic issues for the incorporation of change, (due to the COVID-19 pandemic) and since it has not been recommended that changes to the current results framework be incorporated in this period, it is recommended that whatever upgrading and updating of the current results framework cannot be carried out that it should be programmed for the future strategic framework.
 - Carry – out an assessment as early as possible on what key areas of the SF 2018 – 2021 could not be implemented due to programming issues, postponements due to the COVID-19 epidemic, lack of finance, and other matters, and carry those to future programming if they are deemed as essential or necessary in future work.
 - Plan future programming in a complete cycle within the means of resources available [financial, technical, programmatic] and with a results-oriented framework.

11. LESSONS LEARNED

There is a set of the key lessons learned up to this point in the implementation of the Strategic Framework, even though the SF has been in implementation just for two years. The lessons learned relate to the implementation of the expected outcomes as well as to organizational matters.

- *Initiatives should have a complete cycle planning from inception.* For instance, throughout the Office it was learnt that the momentum for South – South and Triangular Cooperation generated by BAPA + 40 was unexploited properly early on given that, immediately after the event UNOSSC, it did not have a road map or plan for implementation of outcomes from this Conference nor the right institutional resources allocated for follow – up and advocacy. To a lesser degree, but also in the same vein, throughout the Office it has been learnt that without adequate planning for follow up and financial allocations of activities are not implemented fully in the long run, such as it occurs with the many memoranda of understandings signed and with the activities brainstormed at large events (meetings, etc.).³⁷
- *Trust funds are not static and their adaptation is a best practice.* Although some trust fund – related operations have been in place for several decades, they have adapted to new developmental discourse and new principles of development. This should be a lesson learned for current and future funds. For instance, to incorporate fully, through technical content leveraged by the UNOSSC, Sustainable Development Goals principles for supported projects or to incorporate results-based management and monitoring principles.
- *Organizational issues have an impact on Office functioning and on the sustainability of outcomes.* Organizational issues, internal functioning, organizational rules and other such matters have an impact on lessons learned differently: organizational rules, rules of contract and appointment frustrating for colleagues, staffing, lesson learned more stability
- *Institutional change takes time* yet implementation of change needs to follow re – organization exercises as well as implement plans drafted. Within the biennial being analysed [and to some degree immediately before] the Office has assumed, together with some partners, a series of analysis and exercises to improve management and functioning of the Office, in addition to the mandated assessments on the achievement of outcomes, such as this one. However, institutional change has been in the making but it has not materialized to the level expected to improve and accelerate delivery and outcomes. Therefore, a lesson learned throughout the Office is that although institutional change takes time, it is fruitless and counterproductive to carry – out re – organization exercises, plans, strategies and assessments without actively pursuing the changes needed to generate sustainable results.

³⁷ The IWP, the planning instrument of the Office, contains the elements of implementation of the BAPA+40 recommendations. Besides, it is important to take into account the recommendations of Member States in the HLC regarding the implementation, however the 20th session of the HLC was postponed twice.

12. ANNEXES

ANNEX 1: DETAILED RECOMMENDATIONS

Recommendations presented are suggested improvements in the remaining period of the current strategic framework and early strategic way forwards for the next phase of the UNOSSC Strategic Framework. The recommendations also are intended to further enhance and give added backing to the changes and advances that the Office has been carrying out in recent periods to enhance programming and expand effectiveness. Following, therefore there is a set of strategic recommendations with a subset of more detailed suggestions on how to articulate these recommendations when pertinent.

- 1 *Integrated planning.* Improve delivery and engendering of high-quality results within the Strategic Framework 2018 – 2020 being reviewed here (as well in future strategies). Development of work plans to be solidly affixed upon integrated planning and results-based management and using standard tools and methodologies for work planning.

For that, there are several specific configurations that the Office could strengthen and / or implement.

- Plan for full life – cycles of initiatives. Planning should begin at design, follow through with implementation planning and should contain sustainability factors in place that take into account the replication and upscaling capacity of different initiatives.
 - Planned activities, processes, projects and products should be anchored on secured financial resources needed to implement them.
 - An effort should be made to streamline commitments (such as MOUs, large scale events, etc.) so that they are followed through, operationalized and implemented. When this is not possible with the resources available or with internal capacity available, there should be a candid reorganising with partners of these commitments.
 - In addition to pursuing activities and products with solid capacity and financial backing in the Office, there should be other aspects taken into account in order to instil a results – based culture and capacity, including: (a) improve design of work programmes to include technical and conceptual backing; (b) follow through with implementation and monitoring aiding the reporting process and transparency; (c) plan activities and processes with results or effects in mind and not only the product, reliably re-thinking which events/processes/projects leave results and have impacts and streamline accordingly; (d) link results – based management principles to monitoring and evaluation within UNOSSC.
 - Follow through with implementation and monitoring so that it aids the reporting process and transparency.
- 2 *Strengthen substantive work of the Office.* Promote knowledge creation, generation and dissemination on best practices in SS and TrC, and information on field experience and practice in this type of cooperation as well as foment more action – oriented discussions and even toolkits for implementation of SS and TrC. Generate not only policy analysis but also knowledge based on

practicing SS and Triangular Cooperation, in order to promote specific technical cooperation for development.

- 3 *Results – based monitoring and evaluation.* Results – based monitoring and evaluation practices Office – wide should be based on results-based management approach. There is a need to build a results-based evaluation and monitoring system within the Office comprehending all of UNOSSC’s activities, processes, outputs, etc.
- The Office needs to develop further its new monitoring and evaluation schemes to be realistic and forward looking and with the understanding that institutional changes take time to develop and assimilate while taking into account the particularities of South – South and of Triangular Cooperation.
 - The plan generated for M&E should be properly resourced, not only with adequate financial assignment for carrying out assessments (which should be financed from the very beginning or design of a process) but also with suitable allocation of capacity and staff – time within the Office to unfold the plan and oversee evaluations and monitoring and periodic reporting based on this and current strategies the Office develops.
 - Results-based monitoring and evaluation should include tools and metrics that capture developmental change (such as SMART³⁸ outcome indicators or GeNDER indicators³⁹).
 - Reporting should be bolstered based on results-based monitoring and assessment practices.
 - The plans, arrangements and particular monitoring structures should be put in place with several aims and objectives, being clear that monitoring and evaluation is not an end in and of itself or a perfunctory activity, but a vehicle to promote learning and adaptive management, replication, upscaling and dissemination of best practices and effective response that highlight the positive aspects of South-South and Triangular Cooperation and that helps in decision - making.
 - Further to this, it should be an explicit clear objective that the Office’s plan for evaluation and monitoring based on results is a vehicle for transparent and continuous reporting to different parties, including nourishing and strengthening communication efforts at large [both internal and external].
 - The plan and practices should be put in place without adding inordinate burden to the different processes and activities and taking into account the dimensions and complexity of the processes being evaluated, and clients’ expectations. They should be fitting with the scale of the projects and initiatives being evaluated.

³⁸Specific, Measurable, Achievable, Relevant, Time-bound.

³⁹ Gap-minded, Encompassing, Disaggregated, Enduring, Rights observing.

- Efforts should be placed in order to promote a monitoring and evaluation culture, incorporating a culture of planning/evaluation and monitoring within the workings of the Office as well as for its staff.
- 4 *Organizational recommendations.* Although organizational, the following recommendations have as an aim to improve effectiveness and efficiency for the achievements and outcomes the Office aims at obtaining. In general, they pertain to implementing the several plans and proposals that have been generated in order to increase and strengthen capacity within UNOSSC. Strengthen and increase capacity in areas that need it within the Office at all levels of engagement. Strengthening of individual and institutional capacity should be placed in administration, managerial, communication, partnerships, technical and policy – related areas as well as in trust fund management.
- Strengthen and increase capacity in areas that need it within the Office at all levels of engagement. Strengthening of individual and institutional capacity should be placed in administration, managerial, communication, partnerships, technical and policy – related areas as well as in trust fund management.
 - Individual capacity should not only be increased but be made more enduring, relying less on individual or temporary contracts and more on long term hiring based on candid budgetary resources or restrains.
 - Integrate and synergize the different areas of the Office, operationally and conceptually with shared visions and approaches, working as one.
 - Improve intra – office communication by generating and promoting an open communication culture and dialogue. This internal dialogue enhancement should be engendered not only to advance internal communications but also to present integrated and open messages in the outreach, projects and policies the Office propositions, generates and / or supports. This would include taking into account the Office’s communication strategy and standard operation procedures, outreach, advocacy and communications strategies and plans developed. For this, the Office should emphasize consistent, cohesive and coherent messaging, and reflect integration across different teams within an Office-wide collaborative communications culture, as expressed in plans developed for this.
 - Implement an Office-wide communication and outreach approach that reflects integration across different teams and move forward to new or improved knowledge creation and management mechanisms.
 - Improve communication of achievements, processes, products to a wider audience, being proactive and not passive about the information generated.
 - Implement periodic information and communication mechanisms for partners.
 - Implement user friendly tools for communication and knowledge management.
 - Integrate the workings of the Office by different specific mechanisms to engender intra – office information sharing, consultation, dialogue and participatory planning between

and among the different areas in order to impel a less hierarchical more horizontal institution that acts as one.

- Generate cooperation frameworks with UN system – wide entities in order to create synergies and mutually benefit in achieving outcomes. Cooperation in substantive / technical issues as well as management and programmatic activities should be explored.
 - Develop contingency plans to address issues that foreseeably may arise out of re – organization.
 - A review of regional offices should take place in order to better understand if the way they function now is appropriate to deliver competent and sustainable outreach and results or if re – organization should take place. If the system of regional bureaus is deemed to be valid still, then these regional offices should be having a clearly defined role across the different ones, avoid duplication with other entities and with headquarters, strengthen their operations, as well as create the planned Latin America and the Caribbean Office.
- 5 *Resource mobilization plans.* Implement a robust resource mobilization plan for contribution to the different activities that UNOSSC carries out and plans to carry – out attempting to attract more contributions as well better resource mobilization (based on resource mobilization strategies that the Office has drawn). This plan should be complemented by approaching different or new partners to explore further resource mobilization, enhance flexible programming at the different levels of operation that the Office has.
- 6 *Update concepts and Office agenda in order to include Triangular Cooperation fully.* One of the achievements of BAPA + 40 was bridging the divide between SS and Triangular Cooperation discourse in order to acknowledge that triangular cooperation complements and adds value to South-South cooperation. Yet, the products and outputs generated by the Office still need to incorporate this discourse and further promote knowledge about triangular cooperation as a complement to SSC. The Office ought to move forward in the implementation of the BAPA + 40 outcome recommendations on triangular cooperation in close collaboration with all stakeholders.
- 7 *Recommendations related to the COVID-19 pandemic:* In light of the COVID-19 pandemic and its current and possible future impacts, there is a series of recommendations that can be made regarding the pandemic itself vis – a – vis the work of the UNOSSC and its current Strategic Framework.

Although at this point all recommendations for future work in the development field will unquestionably be tinged by the pandemic, there is a particular set of recommendations that directly relate to south-south and triangular cooperation regarding COVID-19 and its effects on the global south:

- In order to monitor UNOSSC’s capacity to respond to the COVID-19 crisis, as well as prepare for possible future emergencies, the Office should begin to methodically and analytically document its initiatives being carried-out at this point regarding response to the pandemic. Furthermore, these should include documenting methodically the current

as well as future responses regarding recovering from the health emergency and its accompanying political, social and economic crises that are showcased in the events and processes supported or conducted by UNOSSC.

- Continue to take part in UN system – wide and agencies’ initiatives that provide understanding on the pandemic, UN responses and handling of the crisis by inputting knowledge and information as it relates to SSC and TrC.
- Within the workings of the Office, review and accordingly adjust frameworks and planning so that they take into account COVID-19 related support. Implementation of several key areas of the SF as well as UNOSSC restructuring should be reviewed and adjusted given the delays and postponements occurring.
- Plan for the possibility of diminishing resources due to the pandemic that could arise out of shifting priorities by Member States, donors, agencies, funds, etc., moving towards more efficient use of resources while focusing on efficiency of delivery of planned and unplanned outcomes and results.
- Focus on how South-South and Triangular Cooperation can help upon building capacities of the South to use IT tools for mutual connectivity, engagement and cooperation, acknowledging the digital divide that can hinder the Global South insertion into these new modalities of engagement and of upsurge in a digitally – based modality due to the pandemic.
- Upgrade the Office’s outreach to the Global South through online platforms, using this as an opportunity to rationalize the use of resources as well as broaden and make more agile outreach scope.
- Engage in the ensuing global as well as UN debates and generate inputs as they pertain to the global south for changes in multilateralism and regionalism due to the pandemic and its associated effects. Foster analysis how this affects political and socio-economic systems in general as well as how it affects SSC and triangular cooperation.
- Analyse initiatives paying attention to trends and issues that arise out the COVID-19 emergency and how it affects SSC. Trends such as (but not limited to) the following (within the context of South-South and triangular cooperation) have been identified thus far:
 - Comparative responses from the global south to the health emergency itself.
 - Socio-economic impact of the pandemic, globally as well as within each different country or regional contexts.
 - Digital divide between developed and developing countries and how this impacts post-pandemic recovery and post-pandemic socio-economic systems.
 - Gender issues associated to the pandemic as well as post pandemic recovery.

- Impact upon poorest and the most vulnerable which are being affected and will continue to be disproportionately affected by the pandemic as well as by the post – pandemic situations.
- The role of South-South and triangular cooperation within the modality of “reconstructing better” after the current emergency that the pandemic has ushered.

ANNEX 2: OUTCOMES AND OUTPUTS AS INDICATE IN SF (2018-2021))

Outcome 1. Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support.

Output 1.1. Effective secretariat support provided to intergovernmental bodies to make informed and coherent decisions, including the provision of analytical reporting on South- South cooperation.

Output 1.2. Coordinated and coherent United Nations system support provided to South-South and triangular cooperation, and progress in the mainstreaming of that cooperation monitored and reported.

Outcome 2. Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.

Output 2.1. Expanded platform and network of key Southern stakeholders to map and share Southern development solutions and to advance thought leadership on South-South and triangular cooperation initiatives with the potential to accelerate the achievement of the 2030 Agenda.

Output 2.2. Developing countries and partner institutions are supported to create and share high-quality knowledge products.

Output 2.3. Developing countries have access to high-quality advisory services on the application of knowledge to bolster their capacities in the context of the implementation of Agenda 2030.

Outcome 3. South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.

Output 3.1. Multi-stakeholder partnerships forged and resources mobilized in order for the United Nations to coherently support demand-driven South-South and triangular cooperation initiatives and programmes.

ANNEX 3: CONSULTED DOCUMENTS AND OTHER SOURCES OF INFORMATION

- A/72/237.
- Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation. Resolution adopted by the General Assembly on 15 April 2019.
- DP/CF/SSC/6
- E/2020/57
- <http://www.arab-ecis.unsouthsouth.org>
- <http://www.asia-pacific.unsouthsouth.org/>
- <http://www.asia-pacific.unsouthsouth.org/our-work/development-cooperation-coordinating-agencies-in-asia-pacific/>
- <http://www.asia-pacific.unsouthsouth.org/our-work/south-south-cooperation-focal-points-in-asia-pacific/>
- <http://www.asia-pacific.unsouthsouth.org/our-work/south-south-cooperation-country-focal-points-in-asia-pacific/>
- <https://www.southsouth-galaxy.org/>
- <https://www.ssc-globalthinkers.org/>
- Statement on Behalf of Group Of 77 And China by Ambassador Neil Pierre, of the Permanent Mission of The Co-Operative Republic of Guyana To the United Nations, At the Annual Session of The Executive Board Of UNDP, UNFPA, And UNOPS - UNDP Segment (New York, 4 June 2020).
- Strategic Framework of the United Nations Office for South-South Cooperation, 2018-2021 Update on results achieved by the United Nations Office for South-South Cooperation in 2019. PPT Presentation.
- UNDP. *Evaluation Guidelines*, Independent Evaluation Office of UNDP, New York, Jan 2019.
- UNOSSC Integrated Work Plan 2020.
- UNOSSC. Cooperation Beyond Convention South-South and Triangular Cooperation in A Changing Global Landscape. 2019.
- UNOSSC. IBSA Fund Project Evaluations/Result Assessments. June 2020. Mimeo.
- UNOSSC. MTR POLICY BRIEF: Division for Policy and Strategic Partnerships (Policy). June 242020. Mimeo.
- UNOSSC. Results Oriented Annual Report - H42 – 2019. March 2020. Mimeo.

- UNOSSC. Evaluation of South-South Cooperation and Triangular Cooperation Projects. February 2020. Mimeo
- UNOSSC. Evaluation Plan. UNOSSC Strategic Framework, 2018 – 2021. March 2020.
- UNOSSC. Final evaluation of the performance of the United Nations Office for South-South Cooperation under its strategic framework, 2014-2017.
- UNOSSC. Integrated Work Plan 2020. Mimeo.
- UNOSSC. MTR POLICY BRIEF. Division for Policy and Strategic Partnerships (Policy). June 2020. Mimeo.
- UNOSSC. Strategic Framework of the United Nations Office for South-South Cooperation, 2018-2021 Update on results achieved by the United Nations Office for South-South Cooperation in 2019. PPT Presentation.
- www.unsouthsouth.org

ANNEX 4: UNOSSC POLICY WORK AND ADVOCACY

UNOSSC POLICY WORK AND ADVOCACY

- Follow up on the outcomes of the intergovernmental processes on South-South and triangular cooperation, including the BAPA+40 Conference:
 - Contribution to formulation of sound global policies on South-South and triangular cooperation
 - UNOSSC served as substantive Secretariat for the preparatory process of BAPA+40
- Support to policy dialogues 73rd and 74th session of the GA:
 - Support in drafting of the 2019 Report of the Secretary-General on the State of South-South Cooperation.
 - Served a secretariat of the negotiations on the resolution on South-South cooperation of the Second Committee of the General Assembly and provided policy advice and supported Member States to achieve consensus on the resolution.
- HLC Secretariat:
 - Preparation of biennial report of the Secretary-General to the HLC and biennial report of the Administrator of the UNDP to the HLC.
 - Reporting to the UNDP/UNFPA/UNOPS Executive Board 2018 and 2019
 - Establishment of an inter-agency mechanism to encourage joint UN support to South-South and triangular initiatives and sharing information on development activities and results achieved by various organizations.
 - Led the development of the United Nations System-wide Strategy on South-South Cooperation through the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation
 - Focal points for different Drafting Committees
- Advocacy work for:
 - Mainstreaming SS and TrC and BAPA+40 in other UN intergovernmental processes
 - Mainstreaming SS and TrC outside of the UN
- Outreach and Communications:
 - Policy advocacy through the participation in events, drafting of concept notes, policy briefs, public statements.
 - Increased visibility of showcased information, media portals
 - Increased social – media visibility
 - Interactive dialogues

Capacity building

Advisory services

ANNEX 5: SELECTED TRUST FUNDS INFORMATION

Links to further information on trust funds are as follows:

- Pérez-Guerrero Trust Fund for South-South Cooperation (PGTF), <https://www.unsouthsouth.org/partner-with-us/pgtf/>
- United Nations Fund for South-South Cooperation (UNFSSC), <https://www.unsouthsouth.org/partner-with-us/un-fund-for-ssc/>
- India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund), <https://www.unsouthsouth.org/partner-with-us/ibsa/>
- India-UN Development Partnership Fund, <https://www.unsouthsouth.org/partner-with-us/india-un-fund/>

Pérez-Guerrero Trust Fund for South-South Cooperation (PGTF)

The Pérez-Guerrero Trust Fund for South-South Cooperation (PGTF) was established by the United Nations General Assembly in 1983, as a mechanism for supporting economic and technical cooperation among developing countries. PGTF's catalytic financial support is geared towards projects carried out by three or more developing countries and activities that strengthen regional cooperation and provide mutual benefits across borders.

Financing is preferentially provided to projects that have the most significant impact and area of coverage, and address priority areas of the Caracas Programme of Action on Economic Cooperation among Developing Countries and the Havana Programme of Action on Technical Cooperation Among Developing Countries. All projects are demand-driven, reflect the priorities of the partnering countries and address matters of critical importance to members of the Group of 77 (G-77).

The United Nations Office for South-South Cooperation serves as the Fund Manager of PGTF, and upon approval by the G-77, the United Nations Development Programme channels and helps implement PGTF resources through projects around the world.

PGTF has utilized the interest produced by its \$7 million capital endowment, along with voluntary annual contributions from Member States, 47 to date, to fund 244 collaborative projects among developing countries members of the Group of 77. To date, PGTF has supported projects totaling \$13.2 million and benefiting a total of 141 G-77 countries. Its vast activities have covered topics such as food and agriculture, health and trade.

PGTF contributes about \$35,000 per project to initiatives with matching, or greater, contributions from the requesting institutions. The South-South collaborations funded are mostly implemented by national institutions and focused on joint research, workshops, publications, development of common standards, and educational activities. These projects have been catalytic at intensifying linkages among Southern institutions and enabling the sharing of knowledge among developing countries.

United Nations Fund for South-South cooperation (UNFSSC)

United Nations Fund for South-South cooperation (UNFSSC) is a voluntary trust fund established by Member States to support South-South cooperation partnerships for the benefit of developing countries around the world. Member States called for the establishment of this Fund in General Assembly resolution 50/119 of December 1995, and a decade later, following the adoption of General Assembly resolution 60/212 of 2005, the Voluntary Trust Fund for the Promotion of South-South Cooperation was renamed the United Nations Fund for South-South Cooperation.

Since its establishment, UNFSSC has aimed to promote, support and implement South-South cooperation by facilitating voluntary contributions and the strategic allocation of resources based on priorities identified by developing countries. The Fund is a legal, operational and governance framework for engaging partners, pooling resources and jointly implementing South-South cooperation.

UNFSSC constitutes a core element of United Nations support to Member States, enabling Southern countries to leverage their collective strength to increase the volume of South-South exchanges, involve partners, dedicate resources, capitalize on synergies and incubate initiatives for the joint implementation of innovative, transformative South-South cooperation activities.

The mobilization and implementation of activities through UNFSSC are characterized by strong partnerships, with leadership and governance by all stakeholders. The Fund is under the management of the United Nations Office for South-South Cooperation (UNOSSC) and receives support from a range of partners, including numerous Member States, United Nations agencies and other international or regional organizations. Since its establishment, contributions to UNFSSC have totaled over \$48 million, provided primarily by United Nations Member States.

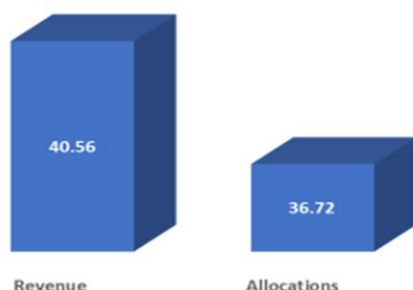
India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund)

The India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund) is an example of cooperation among three developing countries and pioneering initiative to implement South-South cooperation for the benefit of other Southern countries in partnership with the UN system. Its purpose is to identify replicable and scalable projects that can be disseminated to interested developing countries as examples of best practices in the fight against poverty and hunger. The IBSA Fund supports projects on a demand-driven basis through partnerships with local governments, national institutions and implementing partners. Initiatives are concrete expressions of solidarity and objectives range from promoting food security, to addressing HIV/AIDS, to extending access to safe drinking water – all with the aim of contributing to the achievement of the SDGs. Important concerns of IBSA partners in the design and implementation of the Fund's projects include capacity-building among project beneficiaries, built-in project sustainability, and knowledge sharing among Southern experts and institutions.

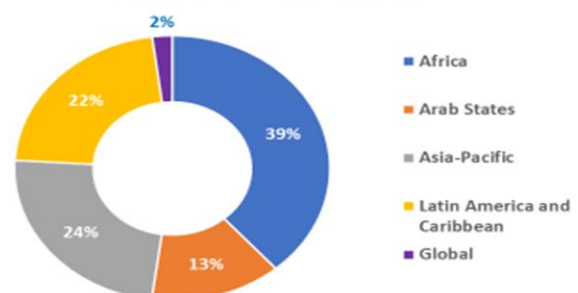
The IBSA Fund main objectives are: (a) To alleviate poverty and hunger in nations of the South; (b) To develop best practices in the fight against poverty and hunger by facilitating the execution of replicable and scalable projects in interested countries of the global south; (c) To pioneer and lead by example the South-South cooperation agenda; (d) To build new partnerships for development. The IBSA Trust Fund operates through a demand driven approach. Governments requesting support by this fund initiate discussions with focal points appointed among IBSA countries' officers around the world. These focal points submit proposals to the IBSA board of directors for review. If a proposal receives favorable review, United Nations Office for South-South Cooperation, which acts as the fund manager and board of directors' secretariat, initiates contact with a potential executing agency to advance a project formulation, and to facilitate the project's implementation. IBSA projects are executed through partnerships with different entities, national institutions or local governments.

IBSA Fund Financial Overview (2004-April 2020)

Revenue & Allocations in \$ Million



Allocations by Region





India-UN Development Partnership Fund

The India-UN Development Partnership Fund is a dedicated facility within the United Nations Fund for South-South Cooperation established in 2017. It is supported and led by the Government of the Republic of India, managed by the United Nations Office for South-South Cooperation, and implemented in collaboration with the United Nations system. The Fund supports Southern-owned and led, demand-driven, and transformational sustainable development projects across the developing world, with a focus on least developed countries and small island developing states. United Nations agencies implement the Funds projects in close collaboration with partnering governments.

It has an agenda of promoting multilateralism and shared prosperity. The Fund project portfolio aims to contribute to the efforts of developing countries towards the realization of the 2030 Agenda for Sustainable Development. UNOSSC is the designated Fund Manager and secretariat. The Government of India has committed a total of \$150 million for this Fund over 10 years, including \$50 million under a separate Commonwealth Window. This Window has been established within the Fund with the aim of working specifically with Commonwealth developing countries to promote common understanding and shared interests. To date, 54 projects have been approved (33 projects under implementation and 21 approved proposals) with a fund commitment of over \$ 35 M.

The Fund responds directly to the national priorities and development objectives of partner countries, contributing financial resources and technical knowledge to support partner governments in achieving the Sustainable Development Goals. The Fund now encompasses 36 projects, approved in partnership with nine United Nations agencies in 37 countries. It has made significant strides in advancing the national development goals and commitments of the 2030 Agenda in the least developed countries (LDCs), landlocked developing countries (LLDCs) and small island developing States (SIDS) by enlisting the global presence and operational capabilities of the United Nations system.

ANNEX 6: KNOWLEDGE MANAGEMENT FOR SOUTH – SOUTH COOPERATION

Knowledge Management for South – South Cooperation

Since the South – South Galaxy became operational in mid – December 2019, there have been over 250 institutional partners registering as institutional organizations and which have been utilized, it has facilitated 20 partnerships, partners directly contributed and uploaded 300 solutions, connected youths to the Youth fellowship programme, building customized spaces for partners based on their requests, and has been embedded in the forthcoming UN Systemwide Strategy on SSC.

In regards to knowledge management, UNOSSC also serves as a knowledge hub for South-South cooperation through its publications. In 2018, UNOSSC developed the second volume of the Good Practices in South-South and Triangular Cooperation for Sustainable Development highlighting how South-South cooperation and triangular cooperation can accelerate progress towards the implementation and achievement of the SDGs. This series features 107 good practices presented by Member States, United Nations agencies and other development partners. The first volume had 67 good practices which was produced in 2016. This showcases a major uptake in Southern Partners' contribution on SSC. The publication was launched during the United Nations Day for South-South Cooperation in 2018 and has been translated into six additional languages (Arabic, Chinese, French, Portuguese, Russian and Spanish) to reach a wider audience. As of July 2020, it has been downloaded via UNOSSC website approximately 2,000 times. Additionally, all the good practices have been individually featured on South-South Galaxy which is currently allowing Southern partners to learn and connect with each other. "South-South in Action" publications showcase successful policies, initiatives and activities that have led to the achievement of development goals. As of end of 2019, over 25 South-South in Action publications were produced.

UNOSSC has also drawn upon expertise of think tank networks and research institutes to develop a platform for SSC research and knowledge sharing under the South-South Global Thinkers initiative. The products originating out of this process have been research reports and studies. UNOSSC produced the first Independent Report on South-South and Triangular Cooperation ("Cooperation beyond Convention") and a report entitled South-South Cooperation in a Digital World. Many knowledge sharing, South-South policy dialogues and consultative processes have been convened, or supported. South-South Galaxy has been further utilized since the beginning of the COVID-19 pandemic to host a series of knowledge sharing and facilitation events when face – to – face interaction has not been possible due to this situation.

UNOSSC is increasingly serving as a knowledge hub for South-South cooperation through publication and dissemination of various research products together with the member States, UN Agencies and partner organizations. The publications such as South-South in Action, Good Practices in South-South and Triangular Cooperation for Sustainable Development, research studies among others are the major initiatives.

In 2018, UNOSSC produced the second volume of the Good Practices in South-South and Triangular Cooperation for Sustainable Development showcasing how South-South cooperation and triangular cooperation can accelerate progress towards the implementation and achievement of the SDGs. This series features 107 good practices presented by Member States, United Nations agencies and other development partners. The publication was launched during the United Nations Day for South-South Cooperation in 2018 and has been translated into six additional languages (Arabic, Chinese, French, Portuguese, Russian and Spanish) to reach a wider audience. It has been downloaded via UNOSSC website more than 2,000 times so far. The Third volume of this kind is currently being produced, in which 200 good practices have been received for publication.

Since 2018, UNOSSC has been supporting Member States, intergovernmental organizations, civil society, development partners, and UN entities in the development of 'South-South in Action' publications which showcase their successful policies, initiatives and activities that have led to the achievement of their development goals. Over 25 South-South in Action publications have been produced and disseminated so far. These reports provide partners with a platform for the dissemination of their policies, initiatives and activities that have led to the achievement of some of their development goals through South-South and triangular cooperation. The South-South in Action series also offer development partners a window on opportunities for collaboration that exist in the South. The publication of these reports is fully led by the partners with technical support from UNOSSC.

Additionally, in 2019, UNOSSC produced the first Independent Report on South-South and Triangular Cooperation entitled "Cooperation beyond Convention" in collaboration with southern experts and researchers. The report, officially launched at the UN Day for South-South Cooperation event, reviews the history and transformation of South-South and triangular cooperation and provides innovative analysis of local, regional and global Southern cooperative initiatives to scale up the understanding of and support for models of cooperation. UNOSSC also produced a report entitled South-South Cooperation in a Digital World, which analyses digital opportunities and challenges in the context of South-South cooperation.

As a result of such efforts in producing research studies and reports, the BAPA+40 Outcome Document has highlighted the importance of such research and requested the United Nations development system to "continue its support to the strengthening of relevant public research institutions, academic institutions, think tanks, knowledge networks and relevant regional or thematic centers of excellence, as institutional spaces for knowledge development and sharing on South-South and triangular cooperation initiatives.

UNOSSC, along with its partners, have organized a series of knowledge events and webinars that seek to promote the sharing of experiences and lessons learned among countries of the South. The webinars highlighted opportunities for South-South and triangular cooperation and knowledge sharing.

Note: This box (page 73) is added after pre-final version report to provide more information on the achievements

ANNEX 7: UNOSSC'S PARTNERSHIP WORK

UNOSSC'S PARTNERSHIP WORK

Partnership is mentioned in UNOSSC's strategic framework as important means for UNOSSC and UN system to support Member States formulating policies and programmes to achieve SDGs, importance of forging strategic multi-stakeholder partnerships and leveraging non-core resources, etc. In light of this, the following partnership processes have been fostered:

- UNOSSC has established and maintained partnerships not only with governments but also with others such as UN agencies, CSOs, IFIs, etc.
- Recently, many partnership agreements, contribution agreements, statements of intent, joint work plans, have been signed.
- Regarding resource mobilization, currently, a Partnership and Resource Mobilization Strategy including ongoing partnerships, prospective partnerships, risks and challenges, and recommendations is being prepared.
- Communication Strategy already developed as a tool for resource mobilization.

Major achievements:

- Organization of the annual DG Forum as a platform to facilitate the sharing of knowledge and experiences and match-making among national institution dealing with SS and TrC
- Organization of High-level Forum of Directors General for Development Cooperation (DG Forum)
- Planning and implementation of the "Capacity Development in Management of South-South and Triangular Cooperation Phase II" project
- Global Partnership Initiative on Effective Triangular Cooperation (GPI)
- Voluntary Guidelines for Effective Triangular Co-Operation
- Advanced Youth Leadership Programme [with the enhancement of multi stakeholder partnerships; capacity development trainings and dialogues facilitated, engagement of young experts; Youth4South Fellowship Pilot initiated.]
- China South-South Development Centre project
- Cities Project: South-South and Triangular Cooperation among Maritime-Continental Silk Road/ Cities for Sustainable Development Project
- Global South – South Development Expo.

ANNEX 8: UNOSSC'S REGIONAL OFFICE FOR ASIA AND PACIFIC WORK

Following the footnote 21, this annex is added after the pre-final version.

The Facility/Programme for Capacity Development for Poverty Reduction through South-South and Triangular Cooperation in Science and Technology: RoK – UNOSSC Facility (Phase 2)

The United Nations Office for South-South Cooperation (UNOSSC) promotes demand-driven projects implemented by willing partner countries. The Republic of Korea (RoK) - UNOSSC Facility/Programme for Capacity Development for Poverty Reduction through South-South and Triangular Cooperation in Science and Technology (Phase 2) is one such example. The main objective of the Facility is to ensure that the work done by the RoK institutions is sustainable and scalable. Hence, it brings together government stakeholders, academia, and civil society in partner countries and Korean institutions to work towards delivering practical outputs aligned with national development priorities and the Sustainable Development Goals (SDGs).

The RoK-UNOSSC Facility (Phase 2) consists of three components; namely, the Knowledge Platform; the Consortium and the Scaled-up Project. The Platform aims to provide development solutions and policy guidance by facilitating a local support mechanism for specific sectoral areas requested by partner countries. The Consortium is focused on implementing an integrated pilot project focused on ICT for business and social development of women, entrepreneurship, agriculture, school health, water management, and energy/environment. The Platform and Consortium projects are implemented in Cambodia and Indonesia in response to the demand of partner countries. The Scaled-up Project aims to strengthen capacities for Electron Beam (EB) application and establishment of EB facilities for food preservation and export and cleaning up industrial effluents in the environment in 14 countries in the Asia-Pacific region.

This five-year programme (2016-2020) is supported by the Ministry of Science and ICT (MSIT) of the RoK with a total budget of USD 3,829.547.40). In September 2020, a no-cost extension has been granted by the Steering Committee to complete the Facility (Phase 2) by 30 June 2021. The extension is a result of an acknowledgement of the adverse impact of COVID-19 on project implementation in 2020.

South-South Network for Public Service Innovation (SSN4PSI)

The South-South Network for Public Service Innovation (SSN4PSI) was launched on 27 November 2017 at the Global South-South Development Expo at Antalya, Turkey. The Network is led by a Secretariat consisting of four staff members from the “Aspire to Innovate” (a2i), a project of the Government of Bangladesh. The Secretariat is in Dhaka and works very closely under the direction of an Advisory Board and the UNOSSC Regional Office in Bangkok as well as the UNDP Country Office in Dhaka, Bangladesh.

The Network is currently serving as a global collaborative platform where governments, private sector organizations, development partners, academies, and experts can exchange ideas, experiences, and solutions. The network is working to achieve its goal of facilitating the adaptation of novel innovations by organizing international events globally; monitoring and follow-up of partnership opportunities; facilitating field visits and creating knowledge products, to effectively promote policy-level interventions and drive effective South-South cooperation. The Network focuses on six thematic areas: (i) Future of Public Service, (ii) Future of Civil Service, (iii) Future of Finance, (iv) Future of Work, (v) Future of Data Innovation and (vi) Future of Commerce. The SSN4PSI uses a “Matchmaking” Methodology to achieve its objectives. Matchmaking ensures that countries which have successfully tackled public service challenges “export” solutions to countries that need them the most.

The Network also utilizes South-South and triangular cooperation approaches to empower southern countries to learn from and support one another in identifying vital innovations and scaling up novel

solutions to public service challenges by customizing the necessary tools and strategies to their unique country contexts.

South-South Entrepreneurship Academy

In Hong Kong, Special Administrative Region (SAR), a number of institutions are at the core of promoting a digital economy and entrepreneurship. UNOSSC is partnering with these institutions; namely, Government departments Cyberport and Youth Square, the Business School of Gratia Christian College and the UNESCO Hong Kong Association, to work with youth from Asia and the Pacific as well as other regions to enhance global citizenship, understanding and entrepreneurship. The South-South Academy is organized under the UNOSSC Platform, “Youth4South” as part of this platform’s activities in the Asia-Pacific Region. The 2019 Cohort consisted of 25 participants and was delivered face to face in Hong Kong. The disruption caused by COVID-19 has required adaptation in training methods. The 2020 First Cohort training was delivered online completely.

Regional Director-Generals’ Forums for South-South and Triangular Cooperation

UNOSSC, countries in the Region and the UN Economic and Social Commission for Asia and the Pacific convened the Asia-Pacific Forum for South-South and Triangular Cooperation, a Regional Directors-General’s Forum in 2018. The inaugural meeting took place in Bangkok, Thailand, and was co-organised with UNESCAP and chaired by the Government of Thailand. A second meeting took place on the sidelines of the 2018 Global South-South Expo in New York and was chaired by Indonesia. The Forum is designed for development cooperation agencies within the region to share policy framework, experiences, and best practices on SS & TrC. Think- tanks, civil society organizations and the private sector representatives are also invited to participate in the consultations.. The Forum also serves as a platform for participants to discuss institutional arrangements, opportunities and challenges on development cooperation and strategies. The Directors representing their countries requested even more devolution. The sub-regional Director-Generals’ Forum of ASEAN Countries on Development Cooperation took place in August 2019 in Bangkok, led by the countries themselves with UNOSSC and UNESCAP in supporting capacity. Thailand hosted the meeting. The next regional Forum is scheduled to take place in November 2020 with specific focus on the role of South-South Cooperation in COVID-19 recovery efforts in the region. A sub-regional event will also take place in the Pacific for Pacific Island Countries. Plans are under way to facilitate a similar sub-regional Forum in the South Asia region.

Staff Secondments to UNOSSC

In their different resolutions on South-South Cooperation, Member States requested the Administrator of UNDP to make specific recommendations on the voluntary secondment of staff from Member States to the UNOSSC. The Secretary General commended and encouraged Member States for their support to South-South and triangular cooperation, including through human resources.

The relevant provisions from the resolutions on SSC regarding secondment are the following:

A/RES/70/222, para 8:

“Reiterates its request to the Administrator of the United Nations Development Programme, as Chair of the United Nations Development Group, to make specific recommendations on additional support that United Nations system organizations and all States could provide to South-South and triangular cooperation, which could include the voluntary secondment of staff and the appointment of Junior Professional Officers to the United Nations Office for South-South Cooperation, as well as measures to strengthen the system-wide efficiency and impact of the Office.”

A/RES/71/244, para 10:

“Reiterates its request to the Administrator of the United Nations Development Programme, as Chair of the United Nations Development Group, to make specific recommendations on additional support that United Nations system organizations and all States could provide to South-South and triangular cooperation, which could include the voluntary secondment of staff and the appointment of Junior Professional Officers to the United Nations Office for South-South Cooperation, as well as measures to strengthen the system-wide efficiency and impact of the Office.”

A/RES/72/237, para 9:

“Reiterates its request to the Chair of the United Nations Development Group to make specific recommendations on additional support that United Nations system organizations and all States could provide to South-South and triangular cooperation, which could include the voluntary secondment of staff and the appointment of Junior Professional Officers to the United Nations Office for South-South Cooperation, as well as measures to strengthen the system-wide efficiency and impact of the Office.”

The following is paragraph 98 from the SG report on the state of SSC (A/72/297) highlighting the support from MS to SS and Tr. C. through human resources:

“I also encourage agencies to systematically track resources and dedicated staff positions devoted to South-South cooperation and triangular cooperation. I commend and encourage the efforts by Member States to support the United Nations efforts in support of South-South and triangular cooperation through human resources and financing instruments such as trust funds.”

Following up on the above, in Asia-Pacific, UNOSSC has reached out to a number of countries and regional institutions to support its activities in the region through staff secondments. From 2017, Thailand has seconded two staff members (2017-19) and one staff member, 2019-2020. In 2020 Fiji has seconded one staff member while Indonesia has seconded two. The Pacific Islands Development Forum has seconded a staff member since mid-2019 for a period of two years.

The staff members have brought knowledge, effective networks at the country and regional levels and significantly enhanced the work of the regional team. The Director of the UN Office for South-South Cooperation underlined that the Office would learn from the secondments and also report to Member States.

In follow-up to the UN resolutions and encouragement, UNOSSC in Asia-Pacific has approached a number of countries to strengthen the Office through secondments. From March 2017 to October 2020, Thailand has seconded six staff members. In 2020, Fiji has seconded one staff member while Indonesia has seconded two. The Pacific Islands Development Forum has seconded one staff member for two years (2019-2021).

The staff members have brought with them knowledge of working internationally, effective networks at country and regional levels and command respect among UN staff. These attributes have rendered their work more effective and appreciated by partners. The Director of the UN Office for South-South cooperation underlined that the Office would learn from the secondments and also report to Member States.

**ANNEX 9: RESULTS AND RESOURCES FRAMEWORK FOR THE STRATEGIC FRAMEWORK OF THE UNITED NATIONS
OFFICE FOR SOUTH-SOUTH COOPERATION, 2018-2021**

Outputs	Output indicators	Indicative resources (in dollars)
Output 1.1. Effective secretariat support provided to intergovernmental bodies to make informed and coherent decisions, including the provision of analytical reporting on South-South cooperation.	<p>1.1.1. Number of evidence-based analytical reports prepared to inform the United Nations system and other intergovernmental bodies about recent trends, opportunities and challenges regarding South-South and triangular cooperation (reports of the Secretary-General; reports of the Administrator to the High-level Committee on South-South Cooperation).</p> <p>1.1.2. Number of issue-based policy dialogues convened at the global, regional and interregional levels and policy briefs produced on South-South cooperation, in collaboration with Member States, the United Nations system and other development partners, to support the achievement of the Sustainable Development Goals and other internationally agreed development goals.</p> <p>1.1.3. Number of reports, issue papers, policy briefs and dialogues facilitated in the preparation of the Second High-level United Nations Conference on South-South Cooperation.</p> <p>1.1.4. Support provided to Member States groupings, at their request, for effective dialogue among themselves.</p> <p>1.1.5. Average number of United Nations system organizations collaborating on the UNOSSC web portal and contributing to reports for intergovernmental deliberations on South-South cooperation and triangular cooperation.</p> <p>1.1.6. Number of intergovernmental processes serviced by UNOSSC as secretariat of the High-level Committee on South-South Cooperation and coordinator of South-South cooperation in the United Nations system.</p> <p>1.1.7. Preparation of a multi-year programme of work for the High-level Committee on South-South Cooperation.</p>	<p>5,110,000 (35% of regular)</p> <p>6,000,000 (12% of other)</p>
Output 1.2. Coordinated and coherent United Nations system support provided to South-South and triangular cooperation, and progress in the mainstreaming of that cooperation monitored and reported.	<p>1.2.1. United Nations system-wide strategy on South-South cooperation prepared in consultation with the United Nations specialized agencies, funds and programmes.</p> <p>1.2.2. Number of activities supporting United Nations system coordination of South-South cooperation.</p> <p>1.2.3. Reports of the Secretary-General on the state of South-South cooperation.</p> <p>1.2.4. Number of intergovernmental and inter-agency consultations and learning events convened at national and regional levels relating to South-South cooperation.</p> <p>1.2.5. Number of United Nations agencies taking steps to integrate, operationalize and mainstream South-South and triangular cooperation through the development of strategies, mechanisms, and policy and programming instruments.</p> <p>1.2.6. Number of United Nations country teams that have South-South and triangular cooperation integrated into their United Nations Development Assistance Framework (UNDAF) and other programming and planning instruments.</p> <p>1.2.7. Number of capacity development activities organized to support the South-South cooperation activities of development partners.</p> <p>1.2.8. Establishment of the South-South Climate Cooperation inter-agency group of the United Nations to facilitate South-South cooperation on climate change, including support to the implementation of the South-South Cooperation Action Plan that is a part of the Secretary-General's climate change engagement strategy for 2018-2021.</p> <p>1.2.9. Inter-agency South-South communications team established to consolidate and coordinate United Nations system advocacy for South-South and triangular cooperation, including around the implementation of the United Nations system-wide strategy on South-South cooperation.</p>	
Output 2.1. Expanded platform and network of key Southern stakeholders to map and share Southern development solutions and to advance thought leadership on South-South and triangular cooperation initiatives with the potential to accelerate the achievement of the 2030 Agenda.	<p>2.1.1. Global Coalition of Think Tank Networks for South-South Cooperation successfully operationalized and online platform established.</p> <p>2.1.2. Number of individual think tanks engaged in e-discussions organized on the South-South Global Thinkers online platform and in events, workshops and research initiatives.</p> <p>2.1.3. Establishment of network of developing-country institutions and practitioners in the areas of poverty eradication, gender empowerment and climate change, among others, to facilitate the identification and dissemination of Southern solutions on demand</p> <p>2.1.4. Establishment of a global peer-review mechanism, including specialists in poverty eradication, gender, and other areas as needed, to ensure high quality of all UNOSSC-supported publications and facilitate evidence-based decision-making.</p> <p>2.1.5. Number of United Nations system organizations that share information, facilitate dialogue and engage in knowledge sharing via the UNOSSC web portal and help desk.</p> <p>2.1.6. Number of policy dialogues and knowledge-sharing forums for national Directors-General for Development Cooperation (South and North) convened, at their request, including through the GSSD Expo, to enable peer-to-peer learning, mutual capacity development and follow-up.</p>	<p>5,840,000 (40% of regular)</p> <p>9,000,000 (18% of other)</p>

<p>Output 2.2. Developing countries and partner institutions are supported to create and share high quality knowledge products.</p>	<p>2.2.1. Number of volumes of South-South in Action and other publications launched in partnership with Member States, United Nations agencies, international non-governmental organizations, non-governmental organizations, civil society organizations and think tanks.</p> <p>2.2.2. Number of peer-reviewed scoping papers and policy studies on South-South cooperation produced.</p> <p>2.2.3. Production of independent comprehensive report on South-South cooperation capturing emerging trends through evidence-based analysis.</p> <p>2.2.4. Number of cases compiled for the Good Practices in South-South and Triangular Cooperation for Sustainable Development publication and shared via UNOSSC web portal.</p> <p>2.2.5. Number of United Nations system organizations and other stakeholders contributing case studies to Good Practices in South-South and Triangular Cooperation for Sustainable Development publication.</p> <p>2.2.6. Number of Southern development solutions, including triangular cooperation solutions, showcased at the annual GSSD Expo.</p> <p>2.2.7. Reported outcomes of partnerships formed and initiatives launched as a result of knowledge-sharing at the GSSD Expo.</p> <p>2.2.8. Data base consolidated for easy access to South-South and triangular cooperation solutions.</p>	
<p>Output 2.3. Developing countries have access to high-quality advisory services on the application of knowledge to bolster their capacities in the context of the implementation of Agenda 2030.</p>	<p>2.3.1. Number of capacity development workshops, learning events, issue-based policy dialogues, study tours, training courses and seminars organized.</p> <p>2.3.2. Number of users of the South-South cooperation training manuals, curriculums and other documents that are developed and shared.</p> <p>2.3.3. Number of personnel in UNOSSC regional and thematic teams responding to demands for advisory services from developing countries.</p> <p>2.3.4. Number of institutions to which UNOSSC has provided advice on establishing South-South partnerships, initiatives and/or mechanisms in the context of the implementation of Agenda 2030.</p> <p>2.3.5. Number of regional initiatives facilitated by UNOSSC regional offices in order to meet the development demands of respective regions.</p> <p>2.3.6. Partner feedback on utility of knowledge products for policy- and decision-making.</p>	
<p>Output 3.1. Multi stakeholder partnerships forged and resources mobilized in order for the United Nations to coherently support demand-driven South-South and triangular cooperation initiatives and programmes.</p>	<p>3.1.1. Continuity, replenishment and successful implementation of the project portfolios of UNOSSC managed funds.</p> <p>3.1.2. Number of partnership compacts established with relevant United Nations organizations, other intergovernmental organizations, partner countries and other relevant stakeholders.</p> <p>3.1.3. Number of new funding arrangements initiated to support the scaling up of proven Southern development solutions.</p> <p>3.1.4. Funds mobilized through the United Nations Fund for South-South Cooperation, the IBISA Fund, PGTF, the India-UN Partnership Development Fund, the Climate and Sustainability Programme, and other mechanisms for supporting South-South cooperation initiatives.</p> <p>3.1.5. Mechanisms for outreach, advocacy and strategic communication established to support partnership and demand-driven programming.</p>	<p>3,650,000 (25% of regular)</p> <p>35,000,000 (70% of other)</p>
<p>Output 3.2. South-South and triangular cooperation initiatives and programmes supported with coordinated assistance from the United Nations system.</p>	<p>3.2.2. Number of United Nations system organizations engaged in thematic programming organized or supported by UNOSSC.</p> <p>3.2.3. Number of development initiatives into which regional coordinator teams (Africa, Arab States, Eastern Europe and the Commonwealth of Independent States, Asia and the Pacific, and Latin America and the Caribbean) integrate South-South cooperation.</p> <p>3.2.4. Number of resident coordinator offices enabled by UNOSSC to respond to the capacity development needs of national focal points for South-South and triangular cooperation at the country level.</p> <p>3.2.5. Number of subnational governments and cities supported to forge South-South and triangular partnerships for sustainable development.</p> <p>3.2.6. Number of women and youth who participate in and lead South-South cooperation initiatives.</p> <p>3.2.7. Number of thematic programmes and/or initiatives established at the demand of developing countries and leveraging United Nations system coordinated support.</p>	

ANNEX 10: LIST OF PERSONS ENGAGED WITH FOR THE MID – TERM REVIEW

PERSONS ENGAGED WITH VIA INTERVIEWS, PRESENTATIONS AND DIALOGUES

Key informant interviews, presentations, dialogues and focus group discussions were held with 36 persons, including UNOSSC staff, UNOSSC Trust Fund partners, partners from UN entities, member states, partners from international organizations outside the UN and civil society organizations. The interviews were conducted through a series of open and semi-open questions (semi-structured interviews) raised to stakeholders directly and indirectly involved with the UNOSSC in the implementation of the Strategic Framework. In all cases, anonymity of responses was guaranteed. In Annexes a list of stakeholders with whom the review engaged with is found

1	UNOSSC	Jorge Chediek
2	UNOSSC	Yongjie Wang
3	UNOSSC	Xiaojun Grace Wang
4	UNOSSC	Tarik Iziraren
5	UNOSSC	Sumeeta Banerji
6	UNOSSC	Mithre Sandrasagra
7	UNOSSC	Barbara Brewka
8	UNOSSC	Shams Banihani
9	UNOSSC	Naveeda Nazir
10	UNOSSC	Ramya Ramanathan
11	UNOSSC	Dingding Sun
12	UNOSSC	Bhushan Shrestha
13	UNOSSC	Ines Tofalo
14	UNOSSC	Donaldo Lopez
15	UNOSSC	Francois Ekoko
16	UNOSSC	Denis Nkala
17	UNOSSC	Edem Bakhshish
18	UNOSSC	Ragini Malik
19	UNOSSC	Gentiana Xhavera
20	UNDP	Zanofer Ismalebbe
21	United Nations Children's Fund	Martha Santos
22	UNFPA	Arasu Jambukeswaran
23	Member States, Argentina	Guido Crilchuk
24	Finance Centre for South-South Cooperation	Michel Zhou
25	Research and Information System for Developing Countries	Sachin Chaturvedi
26	Islamic Development Bank	Abdelhakim Yessouf
27	OECD	Nadine Piefer-Söyler
28	Japanese International Cooperation Agency	Ryutaro Murotani
29	Japanese International Cooperation Agency	Okada Atsushi
30	Zayed International Foundation for the Environment	Meshgan Al Awar
31	NOREC Norway	Helge Espe
32	IBSA Fund- Member States, South Africa	Soraya Jacob

33	IBSA Fund- Member States, Brazil	Ronaldo Alexandre do Amaral e Silva
34	Perez-Guerrero Trust Fund	Eduardo Praselj
35	G77	Mourad Ahmia
36	Funds PR, Member States, Antigua & Barbuda	Walton Alfonso Webson

PERSONS ENGAGED WITH VIA QUESTIONNAIRES

Questionnaire. In order to broaden outreach to key stakeholders during the review process, a questionnaire was sent to institutions selected via stratified sampling. The response rate for this survey was 25 percent. In all cases, anonymity of responses was guaranteed.

- 1 Ahmed Mohamed Abro, Min. des Affaires Etrangères et de la Coopération Internationale, Djibouti
- 2 Aminou Akadiri, Federation of West African Chambers of Commerce and Industry
- 3 Barbara Manzi, UN/RC, Djibouti
- 4 Ben Idrissa Ouedraogo, UN House, Beirut, Lebanon
- 5 Bilal Choudary, PGA Office
- 6 Catalina Quintero, APC-Colombia
- 7 David Quijano, UNDP
- 8 Dong The Quang, Organisation internationale de la Francophonie (OIF)
- 9 Hillary Bakrie, Office of the UN SG's Envoy on Youth
- 10 Kamal Malhotra, UN Resident Coordinator, Viet Nam
- 11 Karim Ben Rejeb, Tunisian Agency for Technical Cooperation
- 12 Kismat Kakshapati, Khajura Rural Municipality, Nepal
- 13 Marie Hyunkyoung Jeon, Regional Cooperative Agreement Regional Office (RCARO)
- 14 Mehdi Mirafzal, UNOSSC
- 15 Mihir Aidmi, All India Disaster Mitigation Institute (AIDMI)
- 16 Mohammad Ali Farzin, UN RCO Iran
- 17 Mutinta Munyati, UN Habitat

- 18 Sara Tawfik Hamouda, African Peer Review Mechanism
- 19 Stephan Klingebiel, UNDP
- 20 Suleyman Yilmaz, UNIDO
- 21 Tahrima Khan, Partners in Population and Development (PPD)
- 22 Ugo Blanco, UNDP
- 23 Reem Nejdawi, UN ESCWA

ANNEX 11: UNOSSC ORGANIGRAM AS OF JUNE 2020

