



South-South cooperation for development

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Comprehensive proposal on concrete ways to enhance the role and impact of the United Nations Office for South-South Cooperation as well as the key measures taken to improve the coordination and coherence of United Nations support to South-South cooperation

Report of the Secretary-General

Summary

The present report, prepared pursuant to General Assembly resolutions 69/239 and 70/222 and decisions 18/1 and 18/IM/1 of the High-level Committee on South-South Cooperation, presents comprehensive proposals to enhance the role and impact of the United Nations Office for South-South Cooperation. The report highlights a number of measures taken or proposed to improve the coordination and coherence of United Nations system support to South-South cooperation and triangular cooperation and notes areas where the structure and functions of the Office require improvement in order to maximize its development impact in the context of the 2030 Agenda for Sustainable Development.



I. Purpose

1. As requested by the High-level Committee on South-South Cooperation in its decisions 18/1 and 18/IM/1 and by the General Assembly in its resolutions 69/239 and 70/222, the present report sets forth comprehensive proposals for the consideration of Member States on ways to enhance the role and improve the impact of the United Nations Office for South-South Cooperation as the linchpin of a strengthened mechanism for coherent and coordinated support to South-South cooperation across the United Nations system. The overarching objective of the report is to outline a set of measures that would help to improve United Nations system-wide focus, coherence and coordination of South-South cooperation in order to maximize the development impact of such cooperation. The report also highlights the progress made in the implementation of the relevant decisions and resolutions of the High-level Committee and the General Assembly regarding South-South cooperation since the eighteenth session of the High-level Committee in 2014.

2. It is worth noting that United Nations system-wide support to South-South cooperation over the past two years is covered in a report that will also be submitted to the nineteenth session of the High-level Committee on South-South Cooperation (SSC/19/1). The 2016 report on the state of South-South cooperation to be submitted to the seventy-first session of the General Assembly will also provide a more expansive account of United Nations support to South-South cooperation.

3. The consensus emerging from various assessments of the work of the Office is that it needs to improve upon its work programme and organizational structure. The present report focuses on how the Office work programme could be reoriented and how the Office could be restructured for greater efficiency and effectiveness. Section II highlights the progress made in the implementation of the decisions and resolutions of the High-level Committee on South-South Cooperation and the General Assembly since the eighteenth session of the Committee in 2014. Section III looks at the main findings of the midterm review of the implementation of the Office's strategic framework, 2014-2017. Measures that would enable the Office to carry out its broad mandate more effectively are presented in section IV. Proposed measures to improve the management and impact of the Office are set forth in section V, followed by conclusions and recommendations in section VI.

II. Additional measures taken or proposed to improve the coordination and coherence of United Nations system support to South-South cooperation and triangular cooperation in compliance with decisions of the High-level Committee on South-South Cooperation and resolutions of the General Assembly on South-South and triangular cooperation

4. The United Nations Development Programme (UNDP) and other members of the United Nations Development Group have taken a number of concrete measures to help to improve the coordination, coherence and impact of South-South and triangular cooperation. Those efforts respond to decisions 18/1 and 18/IM/1 of the High-level Committee on South-South Cooperation and resolutions 69/239 and

70/222 of the General Assembly that call for strengthened United Nations system-wide support to South-South cooperation. Earlier recommendations contained in relevant reports are also being implemented through the same measures already taken or under way (see [SSC/18/IM/1](#) and [SSC/18/3](#)).

A. Actions taken or proposed by the United Nations Development Programme and its Administrator

5. In July 2015, the Administrator of UNDP appointed a new Director of the United Nations Office on South-South Cooperation with extensive country-level experience in different regions, including in supporting South-South and triangular cooperation. UNDP also continued to protect its direct support to the Office through core resources at a time of significant continued pressure on core resources and demand for further cost savings and efficiencies in other areas of UNDP activity and structures.

6. UNDP, working closely with the Office, has developed a draft corporate strategy on South-South and triangular cooperation that emphasizes the complementary strengths of UNDP and the Office and the continuing value of their long-standing institutional relationships. In that context, UNDP proposes to collaborate more closely with the Office to enhance the Office's effectiveness in servicing existing global processes relating to knowledge-sharing, research and analysis, global policy dialogue and intergovernmental forums on South-South and triangular cooperation. The draft strategy has gone through several rounds of consultation with Member States and other partners and most recently through an informal consultation with the Executive Board of UNDP in January 2016.

7. UNDP intends to collaborate with the Office on the systematization, collection, analysis and dissemination of better data and knowledge about the patterns, trends, flows, composition and impact of South-South and triangular cooperation (the who, what, where, how and how well), within a framework that responds to Member State requests and preferences. The objective is to support policymakers, development practitioners and experts from the South and the North to gain more access to requisite information, knowledge and proven experience in order to better apply South-South and triangular cooperation in development initiatives at the country, regional and global levels.

8. As outlined in its draft strategy, UNDP also intends to support research and analysis aimed at the development, testing and application of monitoring and evaluation methodologies specifically tailored to the principles and practices of South-South and triangular cooperation, where such support is requested by Member States. UNDP and the Office would facilitate, upon request, the provision of technical expertise to developing countries and other partners coming together to discuss, debate and build consensus on priorities, principles, opportunities, performance and peer-to-peer learning. The support would particularly benefit countries wishing to explore pathways to the application of South-South and triangular cooperation to measures needed to meet the Sustainable Development Goals. A key feature would be measures to bring the knowledge and experience of Southern and Northern experts to the table for mutual learning and enhanced collaboration.

9. During the United Nations Pledging Conference for Development Activities on 9 November 2015, UNDP urged Member States to consider steps to strengthen their support to South-South cooperation, including through the Office.

B. Actions taken or proposed by the United Nations Development Group South-South and Triangular Cooperation Task Team

10. In recognition of the continued importance placed by Member States on South-South and triangular cooperation, UNDP is providing financial and technical support to the Office and the United Nations Development Group South-South and Triangular Cooperation Task Team to map good practices and lessons learned. With that support, the Office has led work by the Task Team to identify and publish good practices in South-South and triangular cooperation that are relevant to the implementation of the Sustainable Development Goals and their targets. The findings will be published in print and online for use by United Nations Resident Coordinators and country teams when advising governments on national policies and actions for the implementation of the Goals.

11. When the Task Team concludes its mandate at the end of 2016, its work will be reviewed to identify ways to maintain and strengthen United Nations system-wide inter-agency coordination towards the application of South-South and triangular cooperation in the implementation of the Sustainable Development Goals.

C. Actions taken and/or proposed by the Director of the United Nations Office for South-South Cooperation

12. After taking up his appointment in October 2015, the new Director of the Office, in his capacity as Co-Chair of the United Nations Development Group South-South and Triangular Cooperation Task Team, wrote to members of the United Nations Development Group and to Member States requesting those who had not yet done so to nominate focal points for South-South and triangular cooperation. The objective is to have focal points in national governments who can interface with members of the Task Team, and vice versa.

13. The Office has also begun the establishment of a network of Southern centres of excellence, with a view to bolstering their networking with one another and to strengthening the capacity for research and analysis on which the Office can draw regarding issues that require South-South peer learning and collective action. Also under way is work to strengthen South-South cooperation among Southern think tanks in close collaboration with UNDP and other relevant partners.

14. The Office has proposed the establishment, from within existing resources, of a fellowship programme that would involve collaboration with universities of the South and the North. Under the programme, interested academics would be invited to conduct research relevant to South-South and triangular cooperation in various policy sectors and geographical settings as a means of expanding the evidence base for the contributions of South-South and triangular cooperation in meeting the Sustainable Development Goals. The fellowship would make provisions for a major publication as well as a public lecture on the annual United Nations Day for South-South Cooperation.

15. The Office also plans to have staff dedicated to responding to the need for South-South development cooperation among least developed countries, small island developing States, landlocked developing countries and middle-income countries.

III. Summary of the findings of the midterm review of the strategic framework of the United Nations Office for South-South Cooperation, 2014-2017, in the light of the adoption of the 2030 Agenda for Sustainable Development

16. In 2012, the High-level Committee on South-South Cooperation renamed the Special Unit for South-South Cooperation as the United Nations Office for South-South Cooperation. The Office then designed the strategic framework of the United Nations Office for South-South Cooperation, 2014-2017 ([DP/CF/SSC/5](#)). The Executive Board of UNDP approved the strategic framework in January 2014.

17. To implement the strategic framework, the Office provides support to global and United Nations policy development and advocacy, in particular the High-level Committee on South-South Cooperation and national focal points for South-South cooperation; inter-agency coordination and facilitation through United Nations focal points and country teams; the facilitation of the development of innovative mechanisms for South-South and triangular cooperation; the fostering of inclusive partnerships and the mobilization of resources from both public and private entities to support multi-agency collaboration in implementing the recommendations in the Nairobi outcome document; and knowledge-sharing, networking and the exchange of best practices, including through Southern centres of excellence.

18. In February and March 2016, the Office conducted a midterm review of its strategic framework for 2014-2017 in accordance with a provision set out in paragraph 40 of the framework and the request by the Secretary-General at the intersessional meeting of the High-level Committee on 8 September 2015 for such a review (see [SSC/18/IM/1](#), para. 55). The full report of the midterm review will be made available as a conference room paper for the nineteenth session of the High-level Committee on South-South Cooperation. The review examined what the Office had achieved during the 2014-2015 period by comparing actual outputs with the outputs outlined in the annex of the strategic framework. As most of the outputs did not have a time frame, it is difficult to determine whether expectations were met; trends, however, can be discerned. A summary of the main findings of the midterm review is presented below.

19. The review concluded that there were a number of areas where the Office had contributed significantly to promoting the principles of South-South and triangular cooperation under the strategic framework. Those included servicing the High-level Committee on South-South Cooperation and producing all the documents requested; working to establish national- and country-level focal points to provide institutional support to the work of the Office; establishing the United Nations Development Group South-South and Triangular Cooperation Task Team, which was important in transitioning to the 2030 Agenda for Sustainable Development; managing funds, including the India, Brazil and South Africa Fund and the Pérez-Guerrero Trust Fund, used to support targeted development projects in countries of the South; and

organizing expositions and meetings for directors general of development cooperation as well as other exchanges and dialogues on successful approaches to managing South-South cooperation for development cooperation professionals. Those types of activities should continue.

20. On the other hand, some of the activities under the strategic framework had not been achieved because of inadequate resources or because they had been assumed by other entities. They included the production of a number of outreach publications that had previously been issued; very limited activity by regional units; recent work of the Global South-South Development Academy that had been taken on by partners; limited use of Web of Information for Development (WIDE) rosters; little or no follow-up to the expositions and difficulty in obtaining funding for such events; and limited exchanges transacted under the South-South Global Assets and Technology Exchange (SS-GATE) at its secretariat in Shanghai China.

21. The review observed that most of the activities that had been developed under the three-in-one multilateral South-South support architecture had served to publicize and showcase South-South development solutions, but that it might be time to explore new opportunities to engage Member States and diverse partners and align the services of the Office with their expressed requests. A realignment process might also include a review of the allocation of resources among the various divisions and units to improve the productivity of the Office.

22. In order to prioritize its efforts to be more responsive to the requests of Member States and the United Nations system and restructure the Office accordingly, the review suggested that the Office consider focusing on providing more effective support to the High-level Committee on South-South Cooperation; analysing and articulating evolving and emerging trends, dynamics and opportunities in South-South cooperation; and supporting South-South cooperation focal points at the national, regional and global levels. More specifically, it recommended focus on the following:

- (a) Providing effective secretariat support to intergovernmental bodies, including analytical reporting on trends and opportunities;
- (b) Coordinating coherent United Nations system support to South-South and triangular cooperation, and monitoring and reporting on the mainstreaming of that cooperation;
- (c) Forging strategic South-South and triangular partnerships;
- (d) Mapping Southern development solutions, and becoming a robust knowledge hub on South-South and triangular cooperation;
- (e) Undertaking outreach, advocacy and strategic communication on issues of critical importance to the South that call for South-South solutions;
- (f) Mobilizing resources and managing the three existing funds and others to be established for South-South cooperation within the purview of the Office.

IV. Enhancing the role of the United Nations Office for South-South Cooperation: streamlined functions and structure

23. Member States are increasingly articulating specific areas where they need United Nations system support to advance their South-South cooperation. Of particular interest to developing countries is support enabling them to gain more access to the knowledge and expertise of other countries of the South and to identify potential Southern development partners. Such needs are most pronounced in areas such as industry, trade and investment, knowledge and technology transfer, economic growth and employment, environment and natural resources management (see [A/70/62-E/2015/4](#)). The Office recognizes from the midterm review of the implementation of its strategic framework and other assessments that, despite its achievements over the past two years, its capacity to respond to requests from Member States is limited. Therefore the Office aims to enhance its role and increase its impact through a streamlined work programme, the adoption of cost-saving strategies and by drawing on the strengths of partners in its work at Headquarters and in the field.

A. Headquarters-level functions

24. The Office should have stronger capacity focused primarily on taking innovative actions with regard to the six priorities listed at the end of section III, as follows:

(a) Transform the Office into a more effective secretariat of the High-level Committee on South-South Cooperation, with greater impact across the United Nations system. A transformed secretariat would be able to highlight, through its reports, policy choices for the biennial sessions of the High-level Committee that could contribute to efforts by developing countries to bolster their productive capacities and South-South flows of trade, investment, finance, technology and expertise. Between the biennial sessions of the High-level Committee, the Office secretariat should also bring together policymakers, experts and practitioners to share ideas and learn from one another. That would involve convening issue-based policy dialogues that would attract leading policymakers, experts and development practitioners whose expertise has proven to work in Southern countries that have recently attained fast economic growth and other development gains;

(b) Coordinate coherent United Nations system support to South-South and triangular cooperation, and monitor and report on the mainstreaming of that support in the policies and programmes of the United Nations system. The Office should contribute to the provision of policy advisory services on South-South and triangular cooperation. In particular, it should increasingly aim to bring Southern perspectives into relevant policies and strategies of the United Nations system, including the quadrennial comprehensive policy review and the strategic plans of various United Nations organizations and agencies. In that regard, the Office should continue to lead the United Nations Development Group South-South and Triangular Cooperation Task Team; organize inter-agency meetings; spearhead the formulation of collaborative frameworks for the mainstreaming of South-South and triangular cooperation in the operational activities of the United Nations system; and spur coordinated support to countries preparing to roll out United Nations Development Assistance Frameworks towards the integration of South-South and

triangular cooperation into national development plans and actions. Through more effective monitoring and reporting, the Office should foster accountability regarding the mainstreaming of South-South and triangular cooperation in the policies and operational programmes of the United Nations system;

(c) Develop and deepen strategic South-South and triangular partnerships to foster regional and interregional socioeconomic integration of the South. The Office is well placed to build on its existing partnerships to connect closely with various actors vested in South-South and triangular cooperation, such as the African, Caribbean and Pacific Group of States, the Organization of Islamic Cooperation, the Ibero-American Secretariat and others. That would enable the Office to support regional integration efforts of the South, enhance its resource mobilization and better catalyse the development of new multi-country South-South cooperation strategies and initiatives, leveraging the power of the expanding middle class in the global South. Such partnership-building should include the creation of both official partnership agreements and provider-specific trust funds that involve stronger and broader partnerships and better advocacy with governments, research institutions, civil society organizations, the private sector, foundations and other entities, including through triangular partnerships;

(d) Map Southern development solutions and become a source of expertise on South-South and triangular cooperation. The Office needs to build on its many years of experience in hosting the annual Global South-South Development Expo to raise its profile as a knowledge hub with unrivalled ability to identify, document, showcase and share proven Southern development solutions. The aim would be to highlight South-South development solutions in various policy sectors, as well as initiatives that help to accelerate regional integration through the concerted provision of regional public goods and services. A revamped Office should build capacity to use state-of-the-art technology to reach a global audience, build user-friendly online venues and convene global and regional expositions where concrete collaborative agreements can be reached to kick-start joint ventures, South-South technology transfers and practical knowledge exchanges. In doing so, the Office should coordinate its work with and contribute to various platforms established for the implementation of global frameworks, including the 2030 Agenda for Sustainable Development and its technology facilitation mechanism, the Addis Ababa Action Agenda and the United Nations Framework Convention on Climate Change;

(e) Undertake outreach, advocacy and strategic communication on issues of critical importance to South-South solidarity, global integration and international collective action. With an interdisciplinary staff, the Office should step up utilization of online media to tell compelling stories that highlight innovative solutions from the global South for partners in order to increase awareness of opportunities for peer learning and collective action; convene leading thinkers and social innovators for issue-based dialogue on the priorities of developing countries that require collective solutions; and target influential audiences through mass media, social media and other channels to campaign for transformational change all across the global South. In order to improve access to policy options for South-South cooperation, the Office will also resume the publication of the journal *Cooperation South*, *Southern Innovator* magazine, the e-newsletter “Development Challenges, South-South Solutions” and other knowledge products, as resources permit;

(f) Mobilize additional resources and manage the United Nations Fund for South-South Cooperation, the Pérez-Guerrero Trust Fund and the India, Brazil and South Africa Fund, and others as they are established. Building on its experience gained in managing several South-South funds, and the success and best practices of other United Nations organizations such as the Food and Agriculture Organization of the United Nations, the Office should seek to attract more financial resources through the establishment of official and documented partnership agreements, which would include the creation of trust funds with the Office in which provider countries could place targeted South-South funding. That approach would help the Office to mobilize and manage resources and improve its day-to-day operations, bringing increased rigour to the way in which the Office defines its strategy, allocates resources, gathers information on operations and evaluates and communicates results to partners.

B. Regional and country-level functions

25. The Office should strengthen its presence in UNDP regional centres in Africa, Asia, Latin America and the Caribbean and the Arab States, including through prioritizing pending appointments. Also needed is a revitalized Office regional programme that focuses on regional development priorities, using South-South and triangular cooperation frameworks and learning events to catalyse or advocate for regional integration and the provision of regional public goods in close collaboration with regional economic commissions. The staff of the Office at the regional level should be more thoroughly integrated into the work of United Nations Development Group regional mechanisms and teams so as to provide expertise on South-South and triangular cooperation to national and regional partners promptly upon request. Furthermore, the UNDP draft corporate strategy envisages opportunities for collaboration between UNDP and the Office that serve as complementary roles for both parties at the global, regional and country levels. At the regional level, and in collaboration with UNDP, the Office needs to:

(a) Support United Nations Development Group regional directors' teams by providing advice on South-South cooperation to country teams in the preparation, implementation and evaluation of common country assessments, "Delivering as One" programmes and United Nations Development Assistance Frameworks, and also support regional data collection efforts, research and analysis and monitoring and reporting on trends in South-South and triangular cooperation;

(b) Bring South-South and triangular cooperation to bear in contributing to the United Nations system-wide response to regional development challenges through training events, advocacy and other initiatives;

(c) Organize high-quality courses, training, programmes and resources on key issues relating to South-South cooperation, and support the identification, documentation and dissemination of information on South-South and triangular cooperation best practices and Southern human and institutional expertise.

26. In addition, at the country level, in consultation with the Resident Coordinator, the Office may contribute to technical support to focal points for South-South cooperation in national governments, United Nations country teams and Southern centres of excellence.

V. Improving the impact of the United Nations Office for South-South Cooperation: institutional and management arrangements

A. Institutional location of the United Nations Office for South-South Cooperation and its relationship with the United Nations Development Programme

27. Three options were assessed on the institutional hosting of the Office in my 2014 report on measures to further strengthen the United Nations Office for South-South Cooperation ([SSC/18/3](#)). The first called for the transformation of the Office into an independent United Nations entity, with the intention of strengthening the independence and autonomy of the Office. The second option called for the relocation of the Office to the United Nations Secretariat in order to augment the ability of the Office to advocate for Southern perspectives in the normative work of the Secretariat. The third option recognized the need to maintain a direct relationship between the Office and UNDP given the latter's global network at country, regional and global levels. Its country offices in particular are the front-line hubs of United Nations coordination, programmes and operational support.

28. On the basis of more recent assessments, including the midterm review of the implementation of the strategic framework, I reiterate the above-mentioned recommendation: UNDP should continue to serve as institutional host to the United Nations Office for South-South Cooperation. That preferred option recognizes the extensive UNDP global operations and country office network and the long experience that UNDP possesses in providing substantive and technical expertise in support of South-South cooperation. It also recognizes the management role of UNDP of the resident coordinator system and the renewed policy and programmatic commitment to South-South cooperation highlighted in the UNDP strategic plan for 2014-2017 ([DP/2013/40](#)). In addition, it provides the Office with the strongest and most effective platform for working with UNDP and the wider United Nations development system in support of mainstreaming South-South and triangular cooperation in the operational activities of the United Nations development system.

29. Since the Office serves as the substantive secretariat of the High-level Committee on South-South Cooperation, the Economic and Social Council and the General Assembly on matters relating to South-South cooperation, the Office should continue to receive legislative guidance from those intergovernmental bodies and remain accountable to the Administrator of UNDP (see [JIU/REP/2011/3](#) and [A/66/717/Add.1](#), para. 15).

B. Staffing

30. In keeping with the midterm review of the implementation of its strategic framework for 2014-2017, the Office has begun the first phase of reprioritizing its current functions with a focus on the areas outlined earlier.

31. The Office should continue to prioritize its activities and reorganize its staffing profile to focus on areas where it can most effectively support the effective policy development, partnership-building and mainstreaming of South-South and

triangular cooperation in the operational activities of the United Nations system. That will require a clear delineation of responsibilities in order for the Office to better leverage the expertise of other United Nations organizations and agencies, including that of the regional economic commissions. Efforts will be made to ensure that the sectoral and thematic knowledge base and research capacities of various United Nations agencies and other relevant partners are brought to bear in applying South-South and triangular cooperation to the matrix of strategies needed to implement the 2030 Agenda for Sustainable Development, the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation, endorsed by the General Assembly in its resolution 64/222, and other South-South frameworks.

32. To that end, the Office will review its operational projects with a view to discontinuing or transferring the funding of some projects and staff posts to extrabudgetary resources, as appropriate. Those efforts should ensure that core functions of the Office are adequately funded using core resources, as recommended by the UNDP audit of the Office early in 2016, the Joint Inspection Unit review of 2011 (JIU/REP/2011/3) and UNDP evaluations.

33. In response to calls by Member States for the Office to have adequate personnel to fulfil its mandate, the Office proposes augmenting its staff capacity in two phases. Phase 1 would, within existing resources, create new positions in the context of the current strategic framework for 2014-2017. It is envisaged that the new positions would be funded from savings accruing from the adoption of more cost-effective management modalities recommended by the aforementioned UNDP audit. The Office also plans to secure secondments of staff from government and United Nations organizations and agencies. Phase 2, which would coincide with the new strategic framework for 2017-2021, envisages additional positions as resources allow. The Office will seek to enhance its Division for Policy and United Nations Affairs, its Division for Partnerships and Resource Mobilization and its regional programmes. By forging new and revitalized innovative partnerships, the Office will also seek to establish a vibrant South-South fellowship and Junior Professional Officer programme and will invite all Member States, as well as United Nations organizations and agencies, to participate as appropriate.

34. The Office has conducted a comprehensive review of its organizational structure in order to streamline the functions and duties of its personnel and enhance the effectiveness and impact of the Office operations. In addition, acting upon the recommendation of the Office of Audit and Investigations of UNDP, the Office has created a Programme Support Unit in order to ensure more cost-effective management of operational activities such as finance, procurement and personnel, as well as enhanced project monitoring and reporting.

C. Funding

Regular budget resources

35. As stated in my report on measures to further strengthen the United Nations Office for South-South Cooperation, UNDP has acted to ensure the stable and predictable allocation of regular (core) resources to the Office as part of its financial support to the Office towards the implementation of its strategic framework for 2014-2017. Therefore, the annual allocation of core programme resources by UNDP to the Office should not fall below \$3.5 million per year over the period of the

framework (i.e., a total of \$14 million for the period 2014-2017) (see [SSC/18/3](#), para. 34, and [SSC/18/IM/1](#), para. 37).

Voluntary funding

36. The strategic framework for 2014-2017 of the Office established a target of mobilizing \$20 million towards the implementation of the outputs therein. In 2014, the Office received \$4.07 million in contributions, while in 2015 it received \$6.62 million. Important contributions include \$1.4 million from the Government of China and \$1.2 million from the Government of the Republic of Korea to the United Nations Fund for South-South Cooperation. The Government of South Africa contributed \$2 million and the Government of India contributed \$2 million to the India, Brazil and South Africa Fund. Also, \$1 million was contributed to the Pérez-Guerrero Trust Fund capital endowment by the Government of Oman through the reallocation of a contribution initially planned for the South Fund for Development and Humanitarian Assistance. Other contributions are listed in the full midterm review report.

D. Leadership

37. In the light of General Assembly resolution 69/239, I reaffirm my intention to designate the Director of the United Nations Office for South-South Cooperation as my Envoy on South-South Cooperation. The Director will serve as my Envoy for the duration of his tenure in that Office and perform that function based on his terms of reference as Director.

VI. Recommendations

38. The current report highlights progress made towards the implementation of recent decisions of the High-level Committee on South-South Cooperation and resolutions of the General Assembly that have called for enhanced coordination and coherence of the United Nations support to South-South and triangular cooperation. The report also highlights measures envisaged to further enhance the role and impact of the Office in order to galvanize more coherent and coordinated United Nations system support to South-South and triangular cooperation towards the implementation of the 2030 Agenda for Sustainable Development. Based on the foregoing discussion, the following is recommended:

(a) The Office should effectively fulfil its mandate and enhance its role and impact across the United Nations system by prioritizing its activities and ensuring that its staffing profile matches its core activities of supporting policy dialogue and intergovernmental processes, partnership-building and mainstreaming of South-South and triangular cooperation in United Nations operational initiatives. That should be coupled with additional personnel funded through cost-saving measures and voluntary contributions;

(b) Since Member States have emphasized South-South cooperation as part of the strategies to help to implement major United Nations frameworks, including the 2030 Agenda for Sustainable Development, the Office should work more closely with UNDP and other United Nations organizations and agencies, Southern centres

of excellence, think tanks and academic institutions with a view to generating more evidence-based data and analysis that would enable the High-level Committee on South-South Cooperation to better provide policy guidance for the advancement of South-South knowledge-sharing, technology transfer and other exchanges essential to meeting the Sustainable Development Goals;

(c) United Nations organizations and agencies have bolstered their support to South-South initiatives in areas such as policy coordination, capacity development, research and analysis, networking, partnership-building and funding. For the improved coordination and greater coherence of those efforts, I urge the United Nations Development Group South-South and Triangular Cooperation Task Team to continue their collaborative identification of good practices in South-South and triangular cooperation that are relevant to the implementation of the Sustainable Development Goals and their targets, and to jointly include them in their financial and technical cooperation interventions for the widespread replication of such practices upon request by Member States;

(d) Close collaboration between UNDP and the Office is essential to improving Member States' access to better data and analysis on the patterns, trends, flows, composition, partnerships, effectiveness and impact of South-South and triangular cooperation. The UNDP Strategic Plan, and its draft corporate strategy on South-South and triangular cooperation now undergoing consultation among Member States, will strengthen those efforts and advance the goals of the strategic framework for 2014-2017 of the Office. Such collaboration should be enhanced to make an impact at the national and regional levels through UNDP regional centres and national focal points for South-South cooperation as well as through United Nations country teams;

(e) South-South and triangular alliances are indispensable parts of the global partnership for development. I encourage the Office and the United Nations Development Group South-South and Triangular Cooperation Task Team to build on their existing partnerships and forge stronger strategic South-South and triangular coalitions at the regional and subregional levels, with a view to bolstering the provision of public goods through international collective action at all levels;

(f) Greater efforts should be made to improve the participation of development cooperation agencies and other related national authorities and South-South and triangular cooperation focal points in the work of the High-level Committee on South-South Cooperation. Measures also need to be taken to improve the effectiveness of the High-level Committee through greater participation by thematic groups comprising national authorities, academia, civil society and the private sector, as appropriate (see [JIU/REP/2011/3](#), para. 85);

(g) The United Nations Fund for South-South Cooperation, the Pérez-Guerrero Trust Fund and the India, Brazil and South Africa Fund managed by the Office are very good examples of effective South-South cooperation. I encourage Member States and other partners in a position to do so to generously contribute to those and other similar South-South funds in efforts to scale up proven development solutions emanating from the global South.