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Strategic framework of the United Nations Office for South-South Cooperation, 2014-2017

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I. Introduction

1. The Nairobi outcome document stresses that “South-South cooperation and its agenda have to be set by countries of the South and should continue to be guided by the principles of respect for national sovereignty, national ownership and independence, equality, non-conditionality, non-interference in domestic affairs and mutual benefit” (A/RES/64/222, paragraph 11). The United Nations has an obligation to help to strengthen collaborative relations among developing countries thanks to its convening power, global reach, country presence, technical expertise and impartiality. This is no less true in the area of South-South and triangular cooperation. Recent years have seen intensified commitments to South-South and triangular cooperation from an increasing number of stakeholders in tandem with growing demand from developing countries for capacity support for South-South and triangular cooperation.

2. The report of the Secretary-General on the quadrennial comprehensive policy review (A/67/93-E/2012/79) highlighted the “need for the United Nations system to engage in more strategic thinking on policies and financing mechanisms for South-South cooperation.” This includes, inter alia, strengthening the current institutional framework relating to South-South cooperation by mainstreaming South-South and triangular cooperation into United Nations operational activities for development, transforming it from “an issue of special attention into a modality for regular, day-to-day programming and implementation of the system-wide operational activities for development”.

3. UNDP has placed South-South cooperation at the heart of its policies and programmes in its Strategic Plan, 2014-2017, in order to leverage the rising volume of partnerships, technologies, networks and practical solutions found across the global South for the acceleration of human development. While developing its own corporate strategy on South-South cooperation, UNDP has also committed to stepping up its support for the United Nations Office for South-South Cooperation (UNOSSC) in order to enable it to more effectively perform its function of coordinating South-South cooperation on behalf of the United Nations development system.

4. When the High-level Committee on South-South Cooperation renamed the Special Unit for South-South Cooperation the “United Nations Office for South-South Cooperation” in its decision 17/1 of 2012, Member States signalled their commitment to strengthening and enhancing system-wide coordination of South-South cooperation as a key priority in United Nations operational activities for development at the global, regional and national levels. Correspondingly, UNOSSC prepared a ‘strategic framework for South-South cooperation’ for 2014-2017. The strategic framework of the United Nations Office for South-South Cooperation, 2014-2017, is designed with the objective of providing multi-layered support to Member States, at their request, and the entire United Nations system in bolstering South-South and triangular cooperation in the current challenging development context, characterized by major shifts in the global development landscape.

II. Situation analysis

5. Remarkable economic changes over the past decade have resulted in greater demand for and intensified commitment to South-South and triangular partnerships and solutions at the national, regional and global levels. Since the start of the fourth cooperation framework for South-South cooperation, 2009-2013, there has been a dramatic surge in the advancement of South-South and triangular cooperation both by Member States and the United Nations system. This surge comes on the heels of a number of international trends reflected in shifting socioeconomic patterns, such as the rise of a Southern middle class (most notably in emerging economies), changing patterns of trade and financial accumulation, an increased number of regional and interregional agreements, the proliferation of free-trade agreements, continental unions and commercial business. The surge is also a response to new transnational challenges to development resulting from rapid, uneven globalization

and the 2008-2009 global financial crisis, which has compromised the financial capacity of the North.

6. In tandem with this surge, Southern countries have risen in economic, social and political influence. While they have been adversely affected by the global financial crisis, developing economies continue to grow and still outpace developed countries, with economists predicting that by 2020, Brazil, China and India will have surpassed the combined world output of Canada, France, Germany, Italy, the United Kingdom of Great Britain and Northern Ireland and the United States of America. Rapid advances are also visible in countries such as Indonesia, Mexico, South Africa, Thailand and Turkey, while other developing economies such as Bangladesh, Chile, Ghana, Mauritius, Rwanda and Tunisia are showing substantial progress. South-South trade and investment have also increased rapidly. The past decade has seen intra-South trade exceeding exports to the North and gaining at an average rate of 17.5 per cent annually, even excluding the considerable strength of China. South-South investment has also ramped up in recent years, particularly in least developed countries, rising 20 per cent to \$26 billion in 2012, although these investments have primarily been aimed at extractive industries and infrastructure needed to export minerals and petroleum products. Household wealth across the South is also experiencing a significant upswing, with 600 million Southern households expected to surpass \$20,000 in annual per capita income by 2025.

7. Southern countries have also emerged as key partners in promoting environmental sustainability and adherence to international norms in order to ensure that international, regional and interregional deals are environmentally sustainable, inclusive and equitable. International cooperation for environmentally sustainable development has gained momentum in the context of both the growing capacity of energy-rich middle-income countries and tremendous market-driven technological innovations and lower trade barriers, resulting in lower transactional costs. Many Southern countries have also experienced unprecedented advances in connectivity, allowing for accelerated sharing of information, knowledge and technology.

8. Traditional donor countries such as France, Germany, Ireland, Japan, Norway, Sweden and the United States as well as multilateral institutions continue to demonstrate a strong commitment to triangular cooperation. It is also notable that South-South solidarity and cooperation have remained resilient: emerging economies such as Brazil, China, India and South Africa have now become key Southern providers of complementary development assistance as well as valuable sources of technical knowledge, information and concrete development solutions, which are now being shared and scaled up in other parts of the world.

9. However, while South-South initiatives have brought significant benefits to regions where growth and development have stagnated for decades, the benefits of South-South cooperation are uneven. Least developed countries continue to lag behind the majority of Southern emerging economies and are often located in the very regions expected to see large leaps in population growth over the course of this century, while the growth of traditional leaders in this category, such as China and India, will have progressed much further. Illicit flows of funds draining resources from developing countries have been estimated at \$9.1 trillion, with significant portions of household wealth from across the developing world held in offshore accounts; this phenomenon continues to undermine the development of fully functioning States to address the needs of their populations. As a result, the long-term impact of development programmes is now under increasing scrutiny. In response, policymakers are stressing the importance of building resilient institutions to adequately respond to complex development challenges and opportunities, calling for strengthened national, regional and interregional institutional capacities and governance structures.

10. All these structures will need to work better together through strengthened partnerships. There are growing efforts by the expanding middle class, civil society and the private sector in the South to create systematic, strategic frameworks of action to yield

greater transparency, broader representation, accountability and effectiveness in the achievement of human progress. Civil society organizations, which have already influenced global transparency and rule-setting on aid, debt, human rights, health and climate change, are taking greater advantage of new media and new communications technologies that make it easier to establish links between local and transnational activists and enable people to share ideas and concerns to generate collective perspectives in a global public sphere.

11. This situation has prompted Member States to call for strengthened United Nations system-wide and thematic support to South-South and triangular cooperation and greater coordination, inclusivity, equity, transparency and accountability, including the systematic monitoring of progress to support more strategic, sustainable approaches to development. Thanks to support from Member States, South-South cooperation is now a recognized driver of development effectiveness and a priority facilitation modality for capacity-building throughout the policy and programme areas of United Nations development-system organizations at the country, regional and global levels. The United Nations Office for South-South Cooperation (UNOSSC) therefore is in a unique position to develop a concrete, long-range plan that is in keeping with its General Assembly mandate to promote, coordinate and support South-South and triangular cooperation on a global and United Nations system-wide basis. It is in this context that the UNOSSC strategic framework, 2014-2017, posits its key priorities and proposed outcomes for the stronger coordination of United Nations support to South-South and triangular cooperation.

III. Past cooperation results and lessons learned

12. Under its fourth cooperation framework, 2009-2013, UNOSSC, then known as the Special Unit for South-South Cooperation, focused on three overarching areas: (a) policy development, research and advocacy; (b) knowledge mobilization for mutual learning; and (c) innovation to scale up impact. In the course of implementing the previous framework, UNOSSC has played an important role in enabling Member States to develop South-South norms and policies to guide the work of the United Nations development system, in keeping with the 1978 Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries, the Nairobi outcome document on South-South cooperation and other relevant General Assembly mandates.

13. UNOSSC has effectively implemented the fourth cooperation framework for South-South cooperation, 2009-2013, with tangible results and impact. Encouraged by the Nairobi outcome document (para. 20), the Office has successfully institutionalized its three-in-one multilateral South-South support architecture: the Global South-South Development Academy (GSSD Academy), the Global South-South Development Expo (GSSD Expo) and the South-South Global Assets and Technology Exchange (SS-GATE). During the framework period, a large number of partners in South-South and triangular cooperation, especially Member States and United Nations system organizations, have not only contributed to this support architecture but also effectively leveraged its strengths and services in promoting Southern development expertise and documenting and disseminating Southern-grown knowledge and best practices for (a) sharing and mutual learning; (b) showcasing successful and scalable South-South and triangular partnership solutions; and (c) seeking, offering and transferring relevant technologies on a demand basis for sustainable development. For example, to date, about 25 United Nations agencies have partnered with UNOSSC in its policy products; 13 in GSSD Academy knowledge products; 35 in GSSD Expo events and showcased solutions; 15 in SS-GATE technology transfer services; and 9 in UNOSSC-led multi-organization initiatives through direct or indirect financial contributions.

14. These examples of success – along with the positive observations and recommendations of the Joint Inspection Unit in its report of 2010 and programme of work 2011 (A/65/34), the evaluation of the UNDP contribution to South-South and triangular cooperation, 2008-2011, and the renaming of the Special Unit to the United Nations Office

for South-South Cooperation in 2012 – demonstrate that Member States clearly recognize the significant advancements in South-South and triangular cooperation on all fronts, globally and across the United Nations system, thanks to the tireless efforts of UNOSSC.

15. Despite these positive developments, more remains to be done, however. According to several evaluations and reports, including the 2011 Joint Inspection Unit report on South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3), the United Nations system as a whole has yet to realize its full potential in strengthening development cooperation owing, for example, to fragmented, ad hoc programmes and a lack of systematic reporting and monitoring.

16. Similarly, the evaluation of the UNDP contribution to South-South and triangular cooperation, 2008-2011, highlights UNOSSC support to the High-level Committee on South-South Cooperation as a critical component of efforts to facilitate United Nations system-wide policy-setting. The evaluation also indicates the need to translate short-term, immediate benefits into long-term, sustainable results based on innovation from Southern stakeholders, greater voice and participation on the part of participants through specific tools and operational guidance, stronger and more robust financing commitments on the part of relevant stakeholders and partners, and a stronger reporting framework and mechanisms to support South-South and triangular cooperation at the regional and country levels.

17. In addition, experience shows that the real challenge in scaling up South-South cooperation lies largely in adopting a more systematic approach rather than ad hoc support to South-South cooperation. The introduction by UNDP during its next Strategic Plan period of a new project, Modality for South-South and Triangular Cooperation, will undoubtedly enable the organization and, conceivably, the United Nations country teams to effectively support multi-country or regional integration initiatives. More important, however, are the cooperative plans instituted by developing countries themselves. One conclusion of the work that UNOSSC implemented at the regional and national levels is that systematic advocacy and capacity development efforts are areas where the United Nations could add value in supporting Member States' individual and shared South-South cooperation agendas. One of the most critical objectives that UNOSSC seeks to achieve under the new framework will therefore be to enable United Nations agencies to better support national institutions in strengthening their ability to advance South-South cooperation. To this end, the strategic framework will, among other things, support the enhancement of UNOSSC regional representatives' ability to support entities responsible for South-South cooperation at the national, subregional and regional levels in close collaboration with United Nations resident coordinators, United Nations country teams, UNDP resident representatives, country directors and regional director teams as well as regional service centres, under clear matrix arrangements.

18. The present framework is designed to adequately support the High-level Committee in enhancing the overall effectiveness and efficiency of the Committee and of United Nations organizations, regional commissions and other legislative bodies working on South-South and triangular cooperation while facilitating the network of national directors-general for development cooperation and related coordinating entities in the advancement of South-South cooperation. It is expected that under this new strategic framework, 2014-2017, the resource mobilization efforts of UNOSSC will be directed at the global level for the scaling up of Southern development solutions supported by various United Nations organizations and other partners.

IV. Proposed programme

Strategic considerations

19. The proposed programme draws on policy guidance from the General Assembly and the High-level Committee on South-South Cooperation, relevant decisions and

commitments of the 2012 quadrennial comprehensive policy review, and the UNDP Strategic Plan, 2014-2017. The programme is also consistent with the principles, priorities and objectives set forth in the Buenos Aires Plan of Action, the Nairobi outcome document and other relevant General Assembly resolutions. In addition, it responds to the recommendations of the Joint Inspection Unit mentioned earlier as well as the post-2015 global development agenda discussions, the framework of operational guidelines on United Nations support to South-South and triangular cooperation (SSC/17/3), and the strategic plans of other United Nations system organizations, specialized agencies, funds and programme as well as regional commissions.

20. More specifically, the overall purpose of the strategic framework, 2014-2017, is to enable the United Nations system to promote South-South cooperation in accordance with the principles laid out in the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation ([A/RES/64/222](#)). In this document, heads of delegations and high representative of Governments call on the United Nations system to reinvigorate its support and promotion of South-South cooperation by:

- (a) mainstreaming support for South-South and triangular cooperation in the policy and operational work of United Nations development system organizations;
- (b) supporting developing countries' efforts to enhance their capacities to maximize the benefits and impact of South-South and triangular cooperation towards achieving their national development goals and the internationally agreed development goals, including the Millennium Development Goals, and those of the post-2015 global development framework;
- (c) identifying areas where support for South-South cooperation will have the greatest impact through mutual learning in support of the sharing of knowledge, thereby enabling the replication and scaling up of effective development solutions; and
- (d) coordinating United Nations operational activities in support of South-South cooperation in accordance with national development plans and their respective mandates in order to produce practical results, taking into account South-South approaches to development and humanitarian work.

21. UNOSSC will focus in the strategic framework on areas where, as the review of the Joint Inspection Unit (JIU/REP/2011/3) indicated, it can contribute most effectively, acting on its mandate by providing support to: global and United Nations policy development and advocacy; inter-agency coordination and facilitation; catalysing innovative mechanisms; fostering inclusive partnerships and mobilizing resources from both public and private entities to support multi-agency collaboration in implementing the recommendations in the Nairobi outcome document; and supporting knowledge-sharing, networking and the exchange of best practices, including through Southern centres of excellence.

Strategic partnerships

22. The United Nations support to South-South and triangular cooperation could be effective only when all relevant organizations respect one another's mandate and area of competency and complement one another's strengths while playing their respective key role. UNOSSC, mandated by the General Assembly as a global and United Nations system-wide advocate, promoter, facilitator and communicator for South-South cooperation and triangular cooperation, provides Member States and all relevant United Nations system organizations and South-South partners with demand-driven policy and institutional support without duplicating the respective sectoral and/or thematic areas of competence of United Nations organizations as mandated by their respective governing bodies. Sectoral and thematic areas of specialization, for example, fall within the purview of the different United Nations organizations. Sectoral, organizational and region-specific support to South-South cooperation is therefore the responsibility of all relevant United

Nations system organizations, specialized agencies, funds and programmes as well as regional commissions according to their respective mandates and areas of competence.

23. Through the strategic framework, UNOSSC will leverage its comparative strengths, those of the United Nations development system and especially that of UNDP as manager of the Resident Coordinator system in order to improve United Nations system-wide coordination and action in support for South-South cooperation.

24. At the national level, resident coordinators will lead United Nations country teams to further mainstream South-South cooperation within the operational activities of the United Nations development system as they apply the guidelines and other tools provided by UNOSSC.

25. At the regional level, UNOSSC will support the UNDG regional teams and UNDP as the manager of the Resident Coordinator system, and ensure that there is matrixed management in all cases for the UNOSSC officers.

26. More specifically, UNOSSC facilitation and support at the regional level will focus on establishing or strengthening three elements:

- (a) Support to the Resident Coordinator offices in their coordination of the United Nations system on the ground to meet the needs of national government focal points for South-South cooperation;
- (b) Regionally owned, online South-South cooperation portals for real-time access to South-South-related information linked to the UNOSSC-facilitated global network; and
- (c) A regional funding facility for better coordination by the United Nations system of scaled-up exchanges of South-South solutions, technologies and expertise that could be organized as windows within the United Nations Fund for South-South Cooperation.

27. At the global level, consistent with the UNDP Strategic Plan, 2014-2017, UNOSSC will work together with UNDP to boost its capacity to collect, analyse and provide access to data on the who, what and where of South-South and triangular cooperation. It will also improve its outreach and the provision of support to South-South policy dialogue and consensus-building with a wide range of stakeholders in government, civil society, academia and the private sector. UNOSSC will also revamp its existing major platforms designed for this purpose.

28. Overall, the strategic framework is consistent with United Nations system-wide priorities to build inclusive and stronger global partnerships among a variety of stakeholders, including the Group of 77, the Development Assistance Committee of the Organization for Economic Cooperation and Development, the Group of 20, private-sector entities, civil society organizations and non-governmental organizations, and other relevant partners. UNOSSC is committed to systematically supporting and engaging the respective member organizations of the Chief Executives Board for Coordination, the Executive Committee on Economic and Social Affairs, UNDG, the United Nations Office for Partnerships, the Global Compact and all relevant United Nations system organizations, including the World Bank, consistent with the “Delivering-as-one” initiative.

Goals and outcomes

29. Consistent with its normative role to promote the South-South cooperation agenda, UNOSSC will work closely with relevant United Nations system organizations that have the mandate for capacity development and other relevant partners to achieve the following goals and outcomes. The UNOSSC strategic framework, 2014-2017, builds on three overarching goals that aim to bring about the following impact-level changes:

- (a) goal 1. An effective policy-enabling environment allows partners to support and engage in South-South and triangular cooperation as a complement to North-South cooperation;
 - (b) goal 2. Southern partners possess the institutional mechanisms and capacities to manage, coordinate and implement South-South cooperation and triangular cooperation initiatives efficiently and effectively; and
 - (c) goal 3. Innovative South-owned and multi-partner initiatives lead to the scaling up of the development impact of South-South cooperation and triangular cooperation.
30. Aligned with these overarching goals are three interrelated UNOSSC outcomes:

Outcome 1. Strengthened multilateral South-South policy-making processes advance Southern perspectives, development agenda and approaches in major intergovernmental and inter-agency processes and enhance the coherence and coordination of United Nations support to South-South and triangular cooperation.

31. At the seventeenth session of the High-level Committee on South-South Cooperation, Member States acknowledged that the Committee is a key intergovernmental body in the United Nations system for reviewing and assessing global and system-wide progress in and support for South-South and triangular cooperation. In this context, they emphasized the continuing need to evaluate the effectiveness of the work and processes of the High-level Committee. At the same session, the Committee requested the Secretary-General to prepare a comprehensive report with concrete recommendations for strengthening UNOSSC.

32. On that basis, the outputs of activities for the achievement of outcome 1 aim to:

- (a) *enable Member States and United Nations system organizations to make informed decisions and policies on South-South cooperation and triangular cooperation so that the South-South agenda, perspectives and approaches are reflected in major intergovernmental and inter-agency processes and outcome documents.* These include decisions of the High-level Committee on South-South Cooperation, the General Assembly and governing bodies of other United Nations organizations as well as the post-2015 development agenda and relevant national policies, strategies and international development cooperation programmes. In providing secretariat services to the High-level Committee, UNOSSC will provide Member States with evidence-based research and analysis on trends, opportunities and challenges to South-South cooperation and triangular cooperation through reports prepared in collaboration with other United Nations organizations, including the annual reports of the Secretary-General on the state of South-South cooperation, biennial reports to the High-level Committee on South-South Cooperation, policy briefs, public statements, advocacy e-newsletters, the *Southern Innovator* magazine and many other publications on South-South cooperation and triangular cooperation, as resources permit. UNOSSC will also respond to the growing number of actors in South-South cooperation by organizing South-South issue-based policy dialogue through periodic meetings of policymakers, experts and development practitioners. It will ensure that this dialogue is informed by rigorous studies, background papers and reports prepared in close collaboration with relevant United Nations organizations and other relevant partners;
- (b) *provide secretariat services to the major sessions and other meetings of the High-level Committee on South-South Cooperation and its bureau and to other relevant United Nations governing bodies, including the General Assembly.* UNOSSC is committed to supporting the High-level Committee in undertaking its work effectively on the basis of broad consultations among Member States and other relevant stakeholders. Upon request, UNOSSC will, for example, assist the High-level Committee in meeting the need to improve its effectiveness as called for in its decision 17/1;
- (c) *support greater mainstreaming of South-South approaches in global policies and operational activities of the United Nations development system.* UNOSSC will

prepare guidance notes and training manuals for United Nations country teams in order to facilitate the integration of South-South and triangular cooperation into the United Nations Development Assistance Framework (UNDAF) and other planning and programming instruments, in close collaboration with the United Nations Development Group (UNDG), the United Nations Development Operations Coordination Office (UNDOCO) and the United Nations Staff College. As encouraged by the High-level Committee at its intersessional meeting in 2013, UNOSSC will promote the use of the Secretary-General's framework of operational guidelines on United Nations support to South-South and triangular cooperation (SSC/17/3) and periodically update the document on the basis of lessons learned through its implementation by the United Nations system; and

- (d) *enhance the coherence and coordination of United Nations system support to South-South and triangular cooperation* through the orchestration of physical and online inter-agency interactions and cooperation to leverage each organization's sectoral expertise, experiences and comparative advantages in the application of South-South approaches to development that respond to developing countries' needs. These initiatives will build on work already under way to integrate South-South and triangular cooperation into workshops and other learning events organized by UNDOCO and the United Nations Staff College for United Nations coordination officers and other staff members at the country and regional levels. Inter-agency meetings will be organized annually to encourage joint support to transnational initiatives and to share information on development activities and results achieved by various organizations through their respective business models in support of South-South and triangular cooperation. UNOSSC will continue its advocacy for South-South and triangular cooperation at major events and processes, including the annual United Nations Day for South-South Cooperation, by highlighting contributions and demonstrable development outcomes achieved through South-South and triangular cooperation, in order to make a strong case for the continued application of South-South approaches to development. There will be renewed emphasis on the promotion of systematic approaches to South-South and triangular cooperation through the dissemination of information on effective national and thematic innovation systems in order to encourage all partners to move beyond isolated, episodic knowledge exchanges, which in the past were limited to study tours, training, use of technical experts and the sponsoring of country participants to attend international or regional forums, as noted in the UNDP evaluation.

Outcome 2. Institutional capacities of Member States, United Nations system organizations and other partners to effectively initiate, manage, coordinate and implement South-South cooperation and triangular cooperation initiatives are enhanced.

33. In the Nairobi outcome document, Member States encourage Southern "centres of excellence, as well as regional and subregional economic groupings, to establish closer links among themselves, with the support of the Special Unit for South-South Cooperation (now UNOSSC), including through its Global South-South Development Academy, Global South-South Development Expo and South-South Global Assets and Technology Exchange". Similarly, at the seventeenth session of the High-level Committee on South-South Cooperation in May 2012, the European Union acknowledged that "UNOSSC had successfully created a space where United Nations actors, Member States, the private sector and non-governmental development actors can forge inclusive partnerships for effective development". The Secretary-General, in his report on the quadrennial comprehensive policy review (A/67/93-E/2012/79), also acknowledged that UNOSSC has "created a three-in-one multilateral South-South architecture to enable all stakeholders to forge inclusive South-South and triangular partnerships".

34. On the basis of the above record of performance, the outputs of activities for the achievement of outcome 2 aim to make available systematically the three-in-one

multilateral South-South support architecture to Member States, United Nations organizations, especially United Nations country teams, and other Southern partners, including civil society, academia and the private sector, to enable them to:

- (a) *leverage effectively the services of the GSSD Academy to systematically identify, document and share successful national policy options, development solutions and technical expertise in partnership with all relevant United Nations organizations.* The focus will be on solutions that have effectively helped countries to achieve the internationally agreed development goals, including the unmet Millennium Development Goals, and to engage in discussions on the post-2015 global development agenda. The aim is also to ensure that the identification and sharing of policy options, knowledge and expertise occur in a demand-driven, systematic, sustainable, equitable and transparent manner, enabling all participants to benefit equally from such exchanges;
- (b) *leverage effectively the services of the GSSD Expo and/or the regional/thematic expos to regularly showcase scalable Southern-grown development solutions and form innovative partnerships in order to scale up their development impact through South-South and triangular cooperation.* UNOSSC will work in close coordination with key partners and host agencies, governments, the private sector and civil society across regions of the South. It will also organize the forums of directors-general for development cooperation to strengthen informal dialogue and mutual learning, thereby contributing to and facilitating partnership and consensus-building across countries and regions in the South. UNOSSC will work to strengthen the online directors-general forum for dialogue to facilitate experience-sharing and the matching of demands and offers of development solutions and technologies; and
- (c) *leverage effectively the services of SS-GATE to systematically offer, seek, exchange and support demand-driven, affordable, appropriate and sustainable development-related technical know-how and technologies that could improve productive capacities, generate more jobs and improve people's livelihoods, particularly those of children and women, in developing countries, especially least developed, landlocked developing and small island developing States.* Working closely with other relevant United Nations organizations and other interested partners, UNOSSC will leverage the role of UNDP as manager of the United Nations Resident Coordinator system to strengthen countries' capacity in utilizing SS-GATE and its work stations. Partners for SS-GATE will include national chambers of commerce and industry, small and medium-sized associations, business women's associations, science and technology promotion centres, and other public and private entities and foundations.

Outcome 3. Innovative South-South, triangular and public-private partnerships and funding modalities marshal financial and in-kind resources that support the scaling up of the development impact of Southern solutions in meeting the internationally agreed development goals, including the Millennium Development Goals.

35. In the Nairobi outcome document, Member States recognized the need to mobilize adequate resources for enhancing South-South cooperation and invited all countries in a position to do so to contribute, in support of such cooperation, through the United Nations Fund for South-South Cooperation (UNFSSC) and the Pérez-Guerrero Trust Fund for South-South Cooperation (PGTF). The General Assembly, in its resolution [67/227](#), specifically encouraged UNOSSC to “undertake additional resource mobilization initiatives to attract more financial and in-kind resources, while avoiding the proliferation and fragmentation of financing arrangements”.

36. On the basis of the above decision, the outputs of activities for the achievement of outcome 3 aim to:

- (a) *enable Southern partners to scale up their development solutions through services that catalyse the formation of inclusive public-private partnerships and mobilize resources.* Under the leadership of United Nations resident coordinators, UNOSSC will support

the advancement of these efforts by equipping more countries with SS-GATE work stations and encouraging partners to utilize SS-GATE as a portal to access and facilitate the transfer of affordable technologies and other development solutions;

- (b) *strengthen and systematize the mobilization of financial and in-kind contributions to multilateral forms of South-South development assistance* through the UNFSSC and other financing instruments such as the PGTF, the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund), and the Republic of Korea Facility for Poverty Reduction through South-South and Triangular Cooperation in Education, Science and Technology in order to leverage small investments for large returns. The aim is also to encourage multi-agency participation and cost-sharing arrangements in efforts to finance the scaling up of solutions;
- (c) *expand support to the piloting of self-sustaining and South-owned knowledge exchange networks and/or centres of excellence in collaboration with United Nations organizations.* The goal is also to provide continued support to existing South-led mutual capacity development initiatives such as South-South Sharing of Successful Tax Practices for Development, the South-South Energy Initiative and the project Capacity Development in the Management of South-South and Triangular Cooperation supported by the Brazilian Cooperation Agency and the Japan International Cooperation Agency as well as the online National Directors-General Space and the United Nations Entities Space; and
- (d) *advance the exchange of knowledge in close collaboration with all relevant United Nations system organizations, specialized agencies, funds and programmes as well as regional commissions in key demand-driven priority sectors* through piloting a UNDP-led Global South-South Centres of Excellence Facility (Network) connecting and leveraging the strengths of relevant centres of excellence of other United Nations organizations, especially those of UNDP such as the Public Service Excellence Centre in Singapore, the Rio+ Centre in Brazil and the Istanbul International Centre for Private Sector in Development. This facility will be designed to mobilize the vast expertise of the United Nations system and other partners to respond to growing demands for knowledge-based capital that is essential for policy reform processes, public-sector transformation, trade facilitation, and intellectual property and patent negotiation skills as well as information and ideas relating to peer learning in various fields. This work will be done through the collaborative preparation and dissemination of publications with relevant United Nations organization and other partners, such as the *Sharing Innovative Experiences* series and reports that serve as outreach materials for physical and online sharing.

V. Programme management, monitoring and evaluation

37. The programme management, monitoring and evaluation of the strategic framework will be guided by the programming arrangements and guidelines set out in UNDP policies and procedures. The activities implemented under the framework are to be aligned with the UNDP Strategic Plan, 2014-2017, as well as the strategic frameworks and plans of United Nations system organizations. UNOSSC will work with UNDP headquarters, regional bureaux, regional centres, country offices and all relevant United Nations system organizations, specialized agencies, funds and programmes as well as regional commissions to ensure full implementation of the framework.

38. The core resources for the implementation of the strategic framework, 2014-2017, are expected to be \$14.6 million over the period of the framework. In case UNDP voluntary contribution levels do not reach the planned levels outlined in [DP/2013/41](#) of \$1,750 million in 2014-2015 and \$1,850 million in 2016-2017, core resource allocations would need to be reduced. However, with respect to the line in the integrated budget for the South-South cooperation programme, Executive Board decision 2013/28 has introduced a shielding mechanism with respect to the possible impact of reductions. This ensures that

annual core resource allocations to the South-South cooperation programme would not fall below \$3.5 million per year over the period of the framework, for a total of \$14.0 million for the period 2014-2017.

39. During the same period, UNOSSC aims to mobilize an additional \$20 million in other (non-core) resources to supplement regular (core) resources through: (a) increased contributions to the United Nations Fund for South-South Cooperation; (b) special contributions to the Pérez-Guerrero Trust Fund; (c) third-party cost-sharing; (d) parallel financing; (e) direct financing; and (f) special fund management arrangements, such as the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation. Innovative South-South and triangular cooperation partnerships and activities will be an integral part of the resource mobilization strategy.

40. The overall performance of UNOSSC will be subject to the review and assessment of the biennial sessions of the High-level Committee on South-South Cooperation. The annual reports of the Secretary-General on the state of South-South cooperation submitted to the General Assembly will appraise United Nations system-wide support for South-South and triangular cooperation. UNOSSC will rigorously implement the financial management system, specify project and programme budgets, and regularly report on disbursements and project completion rates to ensure that implementation is on track. UNOSSC will establish an inter-agency outcome board to help to ensure the effectiveness of the implementation of the strategic framework. A mid-term review and a final evaluation will be carried out in accordance with UNDP policies and procedures.

Annex. Results and resources framework for the strategic framework of the United Nations Office for South-South Cooperation, 2014-2017

Goal 1. An effective policy-enabling environment allows partners to support and engage in South-South cooperation and triangular cooperation as a complement to North-South cooperation.				
Strategic framework outcomes	Strategic framework outputs	Strategic framework output indicators	Partnerships	Indicative resources (in United States dollars)
Outcome 1: Strengthened multilateral South-South and triangular policy-making processes advance Southern perspectives, development agenda and approaches in major intergovernmental and inter-agency processes and enhance the coherence and coordination of United Nations support to South-South and triangular cooperation.	Output 1.1: The High-level Committee on South-South Cooperation has relevant information to make informed decisions on South-South and triangular cooperation policies and strategies.	<p>1.1.1: Number of evidence-based analytical reports made available on new trends, opportunities and challenges to South-South and triangular cooperation (reports of the Secretary-General; reports of the Administrator to the High-level Committee on South-South Cooperation and the Executive Board).</p> <p>1.1.2: Average number of United Nations system organizations contributing to reports for intergovernmental deliberations on South-South cooperation and triangular cooperation.</p> <p>1.1.3: Number of issue-based policy dialogues convened and policy briefs produced on South-South and triangular cooperation in collaboration with other organizations of the United Nations system.</p> <p>1.1.4: Number of experts' reports on thematic areas of South-South and triangular cooperation.</p> <p>1.1.5: Support provided to Member States groupings, at their request, for effective dialogue among themselves.</p>		5,110,000 (35% of regular)
	Output 1.2: Mechanisms established for more inclusive and systematically organized High-level Committee for policy guidance and coordination of South-South and triangular cooperation in the United Nations system.	<p>1.2.1: Report of the Secretary-General with concrete recommendations on the measures to strengthen UNOSSC as the secretariat of the High-level Committee.</p> <p>1.2.2: Number of intergovernmental and inter-agency consultations on improving the working arrangements and effectiveness of the High-level Committee on South-South Cooperation.</p> <p>1.2.3: Existence of a multi-year programme of work for the High-level Committee on South-South cooperation.</p>		2,000,000 (10% of other)
	Output 1.3: South-South approaches are integrated into policies and operational	1.3.1: Percentage of United Nations country teams (UNCTs) that have South-South and triangular cooperation integrated into their UNDAFs, United Nations development assistance plans (UNDAPs), "Delivering-as-one" and other programming/planning instruments.		

	<p>activities of the United Nations development system.</p>	<p>1.3.2: Number of inter-agency learning events that include South-South and triangular cooperation on the agenda at the national and regional levels.</p> <p>1.3.3: Operational guidelines on South-South and triangular cooperation are updated based on lessons learned by United Nations development system organizations, including regional commissions.</p> <p>1.3.4: Percentage of regional coordinator teams (Africa, Arab States, Asia and the Pacific, Latin America and the Caribbean, and Eastern Europe and the Commonwealth of Independent States) engaged towards the integration of South-South and triangular cooperation into the subregional, regional and interregional development activities.</p> <p>1.3.5: Percentage of Resident Coordinator offices that are able to respond to the capacity development needs of national focal points for South-South and triangular cooperation at the country level.</p>		
<p>Goal 2. Southern partners possess the institutional mechanisms and capacities to initiate, manage, coordinate and implement South-South cooperation and triangular cooperation initiatives efficiently and effectively.</p>				
<p>Outcome 2: Institutional capacities of Member States, United Nations system organizations and other partners to effectively initiate, manage, coordinate and implement South-South cooperation and triangular cooperation are enhanced.</p>	<p>Output 2.1: Development partners including Southern governments, policy-makers, practitioners and United Nations development system have access to high-quality, peer-reviewed knowledge on South-South and triangular practices.</p>	<p>2.1.1: At least 300 knowledge products and development solutions systematically captured, documented and shared covering key priority sectors.</p> <p>2.1.2: Number of governments, policymakers and practitioners in the South that generate their own thematic rosters of Southern solutions and expertise through the GSSD Academy. Additional 1,000 Southern experts added to the roster of experts of the GSSD Academy.</p> <p>2.1.3: Number of Southern countries participating in knowledge exchange platforms in order for their policymakers, government officials or development practitioners to learn about one another’s experiences and solutions.</p> <p>2.1.4: Existence of study on management of South-South and triangular cooperation made available to South-South practitioners.</p> <p>2.1.5: Number of regionally owned online South-South cooperation portals for knowledge co-production and sharing established.</p>		<p>5,840,000 (40% of regular)</p> <p>4,000,000 (20% of other)</p>
	<p>Output 2.2: Southern partners and United Nations system organizations have access to mechanisms/platforms to showcase solutions and forge partnerships to scale up their successful development solutions.</p>	<p>2.2.1: At least 200 evidence-based and innovative Millennium Development Goal and post-2015 targeted sustainable development solutions, including triangular solutions, peer reviewed and showcased at the GSSD Expo. At least 60 of these solutions scaled up via SS-GATE, subject to availability of resources. 2.2.2: Number of participants at the GSSD Expo and amounts of funds mobilized for South-South initiatives.</p> <p>2.2.3: Number of Global South-South Development Expos and regional/thematic expos organized in close coordination with key partners and host agencies/governments, with the active participation of the private sector and the civil society.</p> <p>2.2.4: Number of policy dialogues and knowledge-sharing forums among national directors-general</p>		

		for development cooperation (South and North) convened, at their request, by the GSSD Expo to enable peer-to-peer learning and mutual capacity development and to explore complementation.		
		2.2.5: Number of United Nations system organizations that share experiences, facilitate dialogue and e-discussion, and match demands for and offers of development solutions and South-South and triangular cooperation.		
	Output 2.3: Southern partners have access to a sustainable and cost-effective South-South and triangular cooperation technology transactional platform.	2.3.1: Number of countries providing policy, institutional, technical and/or financial support to country-owned SS-GATE work stations doubled from the current 36. 2.3.2: At least 500 appropriate technologies listed, 100 matched and 50 scaled up subject to availability of funding from the private sector. 2.3.3: Up to 25 United Nations country teams (UNCTs) have access to and use SS-GATE on the basis of demand. 2.3.4: Number of national chambers of commerce and industry, small and medium-sized associations (including women's business associations, science and technology promotion centres, and other public and private entities or foundations) utilizing SS-GATE.		
Goal 3. Innovative South-owned and multi-partner initiatives lead to the scaling up of the development impact of South-South cooperation and triangular cooperation.				
Outcome 3: Innovative South-South, triangular and public-private partnerships and funding modalities marshal financial and in-kind resources that support the scaling up of the development impact of Southern solutions in meeting the internationally agreed development goals, including the Millennium Development Goals.	Output 3.1: Innovative South-South, triangular and public-private partnership modalities established and strengthened to secure in-kind and financial resources for supporting the scaling up of the development impact of South-South and triangular cooperation.	3.1.1: Amount of funds available at the global level through the United Nations Fund for South-South Cooperation, the IBSA and PGTF funds for supporting the scaling up of proven solutions. 3.1.2: Number of partnership compacts established with relevant United Nations organizations and other partners. 3.1.3: Number of innovative, South-owned and self-sustained South-South and triangular partnership initiatives launched and implemented with commitment of resources from partners, especially from the countries initiating and championing them. 3.1.4: Amount of non-core funds made available to support system-wide initiatives of the Secretary-General (including on poverty eradication) targeted at unmet Millennium Development Goals and future sustainable development as well as the Zero Hunger Challenge, "Every woman, every child", and "Sustainable Energy for All".		3,650,000 (25% of regular) 14,000,000 (70% of other)