UNITED NATIONS SYSTEM-WIDE STRATEGY ON SOUTH-SOUTH AND TRIANGULAR COOPERATION FOR SUSTAINABLE DEVELOPMENT

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Foreword

**FOREWORD TO UNITED NATIONS SYSTEM-WIDE STRATEGY
ON SOUTH-SOUTH AND TRIANGULAR COOPERATION
FOR SUSTAINABLE DEVELOPMENT**

The Outcome Document of the Second High-level United Nations Conference on South-South Cooperation reaffirmed the key role of United Nations system entities in leveraging South-South and triangular cooperation for sustainable development. In the context of the COVID-19 pandemic, such cooperation is playing a vital role in the global response and recovery.

This first United Nations System-wide Strategy on South-South and Triangular Cooperation for Sustainable Development points the way toward even greater use of this invaluable vehicle. Developed through an inclusive inter-agency process, the Strategy aims to ensure more coordinated and coherent support to Member States in driving forward the 2030 Agenda and the Decade of Action to deliver on the Sustainable Development Goals.

As the world seeks to address the devasting social, economic and human impacts of the COVID-19 crisis, tackle the parallel existential threat of climate change and recover better, paying particular attention to women and youth,
South-South and triangular cooperation is the need of the hour.

I hope that this Strategy can serve as a guide to all members of the
United Nations family as they support Member States in building a more sustainable and equitable future for all.

**António Guterres
United Nations Secretary-General**

Spurring collective and coherent action:
United Nations system-wide strategy on South-South and
triangular cooperation for sustainable development, 2020–2024

I. Introduction

1. South-South and triangular cooperation play an important role in the global cooperation architecture for sustainable development. Its catalytic role as a complement to North-South cooperation has been recognized by major multilateral agreements such as the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020, the Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation (BAPA+40),[1] including other relevant agreements and United Nations outcomes.

2. The scale, scope, volume and number of stakeholders of South-South and triangular cooperation continue to witness exponential growth at all levels, underpinned by the promotion of partnership initiatives through mutual learning and the sharing of knowledge, experiences and best practices by Southern actors. Today, "South-South cooperation is contributing to the transformation of the norms and principles of international cooperation".[2]

3. The United Nations system plays a critical role in supporting the implementation of the 2030 Agenda and other internationally agreed development goals.

4. Many efforts are already under way within the United Nations system to leverage South-South and triangular cooperation: to support and facilitate policy dialogues, provide technical assistance, provide normative support, forge collaborative alliances, broker knowledge, develop multi-stakeholder partnerships, and mobilize development finance from all sources, etc. The BAPA+40 outcome document reaffirms the key role of United Nations system entities in this endeavour, including United Nations country teams (UNCTs).[3]

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1   A/RES/73/291.

2   Report of the Secretary-General on the role of South-South cooperation and the implementation of the 2030 Agenda for Sustainable Development: Challenges and opportunities (A/73/383), para. 4.

3   Ibid., para. 21.

5. However, the increased complexity of South-South and triangular cooperation activities requires the United Nations system to be more strategic, coherent, coordinated, agile, collaborative and results-oriented at all levels: national, regional and global. Thus, the United Nations Secretary-General, in his report on the state of South-South cooperation to the General Assembly, requested the United Nations Office for South-South Cooperation (UNOSSC)[4] "to coordinate, in consultation with the United Nations agencies, the preparation of a United Nations system-wide South-South cooperation strategy."[5] The BAPA+40 outcome document takes note of the measures taken to develop the United Nations System-wide Strategy on South-South Cooperation being led by UNOSSC through the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation while taking into account the on-going repositioning of the United Nations Development System.[6]

6. This first United Nations system-wide strategy, shaped within the landscape of existing strategic frameworks guiding sustainable development at the global level, has been developed by the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation by leveraging synergies of already-existing thematic South-South and triangular cooperation strategies developed by United Nations entities.

7. The ultimate objective of the strategy is to provide a system-wide policy orientation to United Nations entities in order to galvanize a coordinated and coherent approach to policy, programmatic and partnership support on South-South and triangular cooperation and increase impact across United Nations activities at all levels: national, regional and global. Implementation is governed by each entity individually, based on its mandate and programme of work.

8. Through the implementation of this strategy, United Nations entities will be better positioned to coordinate and harmonize policies and operational and programmatic support on South-South and triangular cooperation at the global, regional and country levels, with the aim of supporting the national priorities of countries of the South under national ownership and leadership and to drive forward the 2030 Agenda and the Decade of Action to deliver on the SDGs..

9. The Strategy will be implemented in the context of the COVID-19 pandemic that poses serious challenges for the countries of the South and risks reversing the progress achieved

towards the realization of the SDGs in many of these countries. South-South and triangular cooperation during and after the crisis can lay the basis for longer-term cooperation on issues that will likely grow more acute after the pandemic has receded, as the world seeks new pathways towards achieving the 2030 Agenda. The members of the Inter-Agency mechanism for South-South and Triangular Cooperation strongly believe that the Strategy could become an additional tool for the coordination of the UN entities efforts in South-South and triangular cooperation to respond to all the dimensions of the pandemic and for building back better thereafter.

II. Guiding principles, overarching goal, key objectives and outcomes

A. Guiding principles

10. In line with the principles of national sovereignty and ownership, developing countries themselves initiate, design and manage South-South cooperation activities. Financing and programme inputs are likewise the primary responsibility of developing countries. Upon request, the United Nations entities and other partners play facilitation and catalytic roles. The strategy will therefore be guided by the principles of South-South cooperation as outlined in the 2009 Nairobi outcome document[7] and reaffirmed in the BAPA+40 outcome document.[8]

11. More specifically, this strategy will also be aligned with:

a. national and regional development plans and priorities; mandates contained in the quadrennial comprehensive policy review, including efforts to reposition the United Nations development system; and the United Nations Sustainable Development Cooperation Framework; and

b. areas identified by Member States in the BAPA+40 outcome document, various General Assembly resolutions, decisions of the High-level Committee on South-South Cooperation and other intergovernmental agreed outcomes.

B. Overarching goal and key objectives

12. The overarching goal of this strategy is to leverage South-South and triangular cooperation in supporting the efforts of Member States to eradicate poverty in all its forms and di-

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4   On the basis of its mandate as the focal point for coordinating, promoting and facilitating South-South and triangular cooperation for development on a global and United Nations system-wide basis.

5   A/72/297, para. 94.

6   A/RES/73/291, para. 27(f).

7   Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation (A/RES/64/222, para 11).

8   A/RES/73/291, para 8.

mensions, to achieve all sustainable development goals, and to secure peace and prosperity while promoting gender equality and women's empowerment[9] on a healthy planet. More specifically, key objectives are to:

a. enable United Nations entities to better support Member States to engage in South-South and triangular cooperation consistent within their respective mandates and in accordance with the UN Charter and international norms and standards;

b. ensure that the collective support of the United Nations system is aligned and consistent with the Nairobi and BAPA+40 outcomes, the 2030 Agenda and other internationally agreed development goals, and national priorities of countries of the South;

c. further incorporate South-South and triangular cooperation into the United Nations system policies, programmes, strategic frameworks and other planning instruments, as agreed by the governing bodies, and ensuring synergies with existing South-South and triangular cooperation strategies developed by United Nations entities;

d. enhance contributions to the sharing of experiences and knowledge, joint programming and operational modalities; and

e. ensure that the work of the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation contributes effectively to relevant global and regional intergovernmental processes on South-South and triangular cooperation.

C. Outcomes

13. Through enhanced coordination and synergies under the framework of the strategy, and considering linkages among economic, social and environmental dimensions of sustainable development, United Nations support will strengthen the effective delivery of the following outcomes:

a. strengthened United Nations ability to respond to developing-country demands to address specific development challenges through South-South and triangular cooperation

b. strengthened institutional, human and technical capacities in countries of the South that benefit from United Nations support in South-South and triangular cooperation;

c. enhanced integration of Southern perspectives and needs into global and regional policies and international development cooperation;

d. improved exchanges of experiences, know-how and development solutions among developing countries and Southern institutions, professionals, civil society, academia and private-sector organizations;

e. resources and expertise mobilized through South-South and triangular cooperation partnerships and strategic alliances; and increased impact of South-South cooperation as an important element of international cooperation for sustainable development

III. Working definitions and principles of South-South and triangular cooperation

A. South-South cooperation

14. The BAPA+40 outcome document[10] sets forth the basis, rationale, principles and key actors of South-South cooperation:

a. South-South cooperation is "a manifestation of solidarity among peoples and countries of the South that contributes to their national well-being, their national and collective self-reliance and the attainment of internationally agreed development goals, including the Sustainable Development Goals, according to national priorities and plans" (para. 8). Furthermore, "South-South cooperation should not be seen as official development assistance" (para. 9).

b. "South-South cooperation is conducted among countries of the South, including but not limited to the economic, social, cultural, environmental, and technical domains, that can take place in a bilateral, regional or interregional context in order for developing countries to meet their development goals through concerted efforts, taking into account the principles of South-South cooperation" (para. 7).

c. The outcome document recognizes "the value of inclusive multi-stakeholder approaches to South-South and triangular cooperation led by Member States whereby governments create enabling environments that mobilize collective action by a growing number of diverse actors in South-South and triangular cooperation" (para. 31)

15. In the strategy, the operational definitions of South-South cooperation and triangular cooperation are based on the 2016 framework of operational guidelines on United Nations support to South-South and triangular cooperation.[11] South-South cooperation is a form of partnership whereby two or more developing countries pursue, through concerted efforts, their individual and/or shared national development priorities through exchanges of knowledge, skills, resources and technical know-how and through regional and interregional collective actions, including partnerships involving Governments, regional organizations,

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civil society, academia, the private sector and other relevant actors, for their individual and/or mutual benefit within and across regions and taking into account the principles of South-South cooperation. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation.[12]

B.   Triangular cooperation

16.   "Triangular cooperation involves Southern-driven partnerships between two or more developing countries supported by a developed country(ies)/or multilateral organization(s)."[13] It "is a modality that builds partnerships and trust, between all partners, and that combines, including in the context of multilateral development cooperation initiatives, diverse resources and capacities, under the ownership of the requesting developing country, to achieve the Sustainable Development Goals; and that it provides added value by leveraging and mobilizing additional technical and financial resources, sharing a wider range of experiences, promoting new areas of cooperation, and combining affordable and context-based development solutions under flexible arrangements and agreed shared modalities."[14]

C.   Principles of South-South cooperation

17.   The implementation of the strategy by the United Nations entities will be guided by the standing principles identified in the 2009 Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation[15] as reaffirmed in the BAPA+40 outcome document.[16]

Normative principles

a.   Respect for national sovereignty and ownership;
b.   Partnership among equals;
c.   Non-conditionality;
d.   Non-interference in domestic affairs; and
e.   Mutual benefit.

Operational principles guiding United Nations support (Same as in the Framework of operational guidelines[17])

f.   Mutual accountability and transparency;
g.   Development effectiveness;
h.   Coordination of evidence- and results-based initiatives;
i.   Multi-stakeholder approach; and
j.   Demand-driven nature of South-South and triangular cooperation.

IV.   Engagement in operational activities at the country, regional and global levels

18.   The underlying objective of United Nations operational activities in support of South-South and triangular cooperation at the country and regional levels is to support the implementation of national development goals and the Sustainable Development Goals (SDGs), as well as agreed regional and subregional development agendas, by harnessing the unique role and comparative advantages of South-South and triangular cooperation during programme design and implementation. Improved coordination, coherence and contextualization will be at the heart of this effort, while recognizing the specific experience and expertise of United Nations entities derived from their respective mandates and policy frameworks. At the global level, efforts will be targeted towards providing support for the achievement of the 2030 Agenda and other internationally agreed development goals.

19.   The comparative advantages of South-South and triangular cooperation are, inter alia, multi-stakeholder approaches; low transaction and implementation costs; speed of service and project delivery; greater flexibility; use of national systems, capacities and demand-driven approaches; a focus on mutual benefit; equality of partners; complementarity of capacities; and relevance of solutions shared among partners of the South facing common development challenges.

20.   South-South cooperation and triangular cooperation offer the United Nations system a unique opportunity to catalyze the modalities in supporting national efforts to achieve the SDGs. Therefore, the United Nations will provide necessary and enabling support to better leverage the wealth of knowledge, experience, technologies, and technical as well as financial resources to meet the development needs of the global South at the country, regional and global levels. Using its convening power, the United Nations system will play an import-

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12   Ibid., para. 10.
13   Ibid., para. 11.
14   A/RES/73/291, para. 28.
15   A/RES/64/222, para. 11.
16   A/RES/73/291, para 8.

17   Framework of operational guidelines on United Nations support to South-South and triangular cooperation (SSC/19/3, 14 March 2016)

ant role as a trusted partner, partnership builder, advocate for South-South and triangular cooperation, and solutions broker.

21. The United Nations system's support for South-South and triangular cooperation will be guided by the key normative and operational guidance embodied in the quadrennial comprehensive policy review, the Nairobi and BAPA+40 outcome documents and other United Nations policy documents adopted by Member States.

> **Key considerations for United Nations system engagement in operational activities of South-South and triangular cooperation**
> Key considerations for the engagement of the United Nations system in operational activities of South-South and triangular cooperation include:
>
> a. Alignment with national plans and priorities and support to regional efforts and agreements;
> b. Response to the specific development challenges of developing countries;
> c. Alignment with the United Nations Sustainable Development Cooperation Framework (SDCF);
> d. Alignment with international, regional and national normative frameworks;
> e. Leveraging of the unique role and comparative advantages of the United Nations entities;
> f. Long-term engagement and sustainability;
> g. Strengthening of human, technical and institutional capacity development;
> h. Improvement of the exchange of experiences and know-how; and
> i. Results-focused programming, monitoring and impact applicable to South-South and triangular cooperation.

22. The increasing complexity and sophistication as well as the expanding scale of South-South and triangular cooperation call for improved institutional arrangements at the national, regional and international levels. The United Nations system will support Member States, at their request, to establish and strengthen national institutional arrangements for South-South and triangular cooperation.

23. To enhance the understanding of all stakeholders (including Governments, the United Nations system, civil society, women and youth, etc.) with regard to the value of South-South and triangular cooperation for the achievement of the 2030 Agenda, the United Nations system will design and implement capacity development programmes on South-South and triangular cooperation. These initiatives will aim to deepen the understanding of the foundations of South-South and triangular cooperation and the modalities themselves in the context of the 2030 Agenda, build capacity to map South-South and triangular cooperation

solutions and initiatives with the potential for scaling up, and use South-South and triangular cooperation tools and methods to implement and scale up development projects to advance national development priorities.

A. Country level

24. The role of South-South and triangular cooperation in United Nations country-level work, upon request of the concerned country, will be largely catalytic, effectively leveraged to mobilize additional resources, including from the private sector -in accordance with the laws and regulations of programme countries, to implement South-South and triangular cooperation programmes and initiatives. The United Nations system plays an important role in this endeavour by ensuring that solutions and experiences generated through South-South and triangular cooperation will be brought to scale.

25. South-South and triangular cooperation activities, when requested, will be aligned with existing inter-agency mechanisms and processes for country-level operations, namely, the United Nations resident coordinator system, the UNCTs, the United Nations Sustainable Development Cooperation Framework [18] and the companion pieces for guidance on this framework.[19]

26. The United Nations Sustainable Development Cooperation Framework provides the main entry points for United Nations system engagement and coordination of South-South and triangular cooperation at the country level. National planning processes also allow room for United Nations entities to coordinate their operational activities of South-South and triangular cooperation consistent with their mandates and national priorities.

27. Consistent with strategic priorities defined through national planning processes of programme countries and the CCAs, the United Nations system will identify key priority areas for collaboration and engagement on South-South and triangular cooperation. Prioritizing these key areas will ensure greater development impact by creating synergies through which entities, within their mandates, will build a coalition around a priority area, each one with its specific experience, unique role and expertise.

28. The United Nations framework of operational guidelines on South-South and triangular cooperation[20] is the main tool and reference manual on ways to further advance and leverage

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18   https://unsdg.un.org/2030-agenda/cooperation-framework.

19   The companion pieces for the United Nations Sustainable Development Cooperation Framework Guidance are currently being developed.

20   SSC/19/3.

South-South and triangular cooperation. The guidelines identify entry points in analysis, planning, policy and programming as well as practical options for consideration by United Nations system organizations when incorporating, as appropriate, South-South and triangular cooperation into United Nations, national and regional planning instruments.

29. Consistent with the United Nations Sustainable Development Cooperation Framework, the engagement of the United Nations system in South-South and triangular cooperation at the country level, when and if requested, will focus on the following four main areas: common country analysis (CCA), capacity assessment, stakeholder engagement and programming.

1. Common country analysis

30. Resident Coordinators and UNCTs undertake the design of the United Nations Sustainable Development Cooperation Framework based on the common country analysis (CCA). This analysis focuses on the main needs and development challenges the country faces, some of which can be addressed by South-South and triangular cooperation, including in complement and in synergy with other development cooperation modalities.

31. The CCA will serve as a key entry point in this endeavour since it is a function of the independent, impartial and collective assessment of the United Nations system to identify: (a) the overall development bottlenecks and capacity gaps; (b) national, subnational and institutional capacities and coordination mechanisms, including the adoption of new technologies and data systems; and (c) emerging challenges, critical gaps and potential partnerships.[21]

2. Capacity assessment

32. The BAPA+40 outcome document calls upon the United Nations development system "to assist developing countries, upon request, in building the human and institutional capacity needed to formulate and implement national development policies, strategies and programmes for South-South and triangular cooperation, including the sharing of good practices and experiences from the South, especially with the least developed countries, and in a manner consistent with their mandates and strategic plans, and to encourage the transfer of technologies on mutually agreed terms for the benefit of developing countries to address poverty eradication and sustainable development."[22] Correspondingly, United Na-

tions system support to capacity development through South-South and triangular cooperation will be demand driven and anchored in country ownership, leadership, commitment and priorities.

33. The ultimate goal of the United Nations engagement in the capacity assessment through the lens of South-South and triangular cooperation is to enhance and sustain national capacity to: (a) improve data collection and formulate, implement and monitor policies, frameworks and legislation (policy and normative capacity); (b) access, generate, manage and exchange relevant solutions and adapt to local circumstances (knowledge capacity); (c) connect, advocate for and engage in networks and in alliances with local, national and global actors (partnerships capacity); and (d) manage and implement programmes (implementation capacity) in a gender-responsive manner.

34. Capacity assessment carried out upon request of the concerned countries and be based on consideration the specific needs of countries and respond to country-level circumstances. In countries facing development challenges, the purpose is to identify capacity gaps (human, institutional and organizational) that could be matched with resources available in other countries. In others, the purpose could be to help partner countries to define their comparative advantages and/or identify and document expertise and resources that they could share with others in similar development circumstances.

35. Capacity assessment through the lens of South-South and triangular cooperation will focus on (a) the overall legislative, policy and regulatory environment in the country; (b) the internal functioning of formal and informal public or private agencies, organizations and institutions; and (c) the skills and knowledge of public servants, service providers, experts, technicians, etc. In the context of South-South and triangular cooperation, capacity assessment could also be thematic to determine a bottleneck in a sector or area considered strategic by the concerned country for its long-term development.

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21   The United Nations Sustainable Development Cooperation Framework Internal Guidance sheds more light on the CCA. See https://unsdg. un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019_1.pdf

22   A/RES/73/291, para 27(c).

**Key catalytic actions to consider in capacity development
on South-South and triangular cooperation**

Key catalytic actions to consider are as follows:

a. determine institutional, human, technical and technological needs of the country according to national objectives and priorities that can be met through cooperation with other developing countries;

b. determine capacity assets in other countries, including neighbouring countries, and/or regions that can provide assistance with capacity development, including through peer learning;

c. provide assistance in the identification of the productive and sustainable capacities with regard to the capacity to use, adopt, adapt and develop technologies to produce goods and services and address development challenges;

d. provide support to the Government and other stakeholders in identifying the capacity assets in the Government, civil society, academia and the private sector that the country wishes to market or share;

e. identify countries that could benefit from a country's expertise and/or technology as well as countries that could help to meet its capacity needs.

f. identify areas for joint and collaborative activities that are best suited for matching needs and assets; and

g. provide support for efforts to establish and/or strengthen national entities responsible for the coordination of South-South and triangular cooperation.

3.   Stakeholder engagement

36.   Stakeholder engagement is an important area of focus in the support of the United Nations system to South- South and triangular cooperation at the country level. The United Nations Sustainable Development Cooperation Framework is a vehicle for identifying development solutions through inclusive dialogue among a wide range of development actors and stakeholders that are critical in this endeavour. Thus, the United Nations system will actively seek, with consent of the concerned country, to engage with South-South and triangular cooperation actors under the coordination of the national governement throughout the Cooperation Framework cycle, drawing on their comparative advantages and strengths, which are not limited to technical and financial resources.

37.   The CCA will offer a unique opportunity to map key South-South and triangular cooperation stakeholders relevant to the implementation of the Cooperation Framework and national sustainable development goals. In this regard, the United Nations system, following the priorities defined by the countries, will actively engage, with the involvement of the national

government, with diverse actors spearheading South-South and triangular cooperation at the country level with the consent of the concerned country, including national institutions; technical cooperation agencies; centres of excellence and academic institutions; civil society organizations including women's organizations, youth groups and volunteer organizations; the private sector; and development banks and export-import banks.

4.   Programming

38.   Given its flexible cooperation modalities and intrinsic operational characteristics, the United Nations system entities will adopt, as appropriate, South-South and triangular cooperation among the delivery mechanisms and/or drivers of the strategic priorities identified in the United Nations Sustainable Development Cooperation Framework. Specifically, South-South and triangular cooperation will be integrated as operational tools into existing Cooperation Framework implementation instruments which are developed in full partnership with the national government, namely, the country programming instruments of the United Nations development entity,[23] cooperation framework results groups, joint workplans and joint-work-plan annual reviews.[24] The latter two in particular can spur United Nations system collaboration on and coherence of South-South and triangular cooperation at the country level.

39.   Consistent with its specific experience, area of expertise and mandate, each entity of the United Nations system will effectively leverage the vast technical know-how, knowledge, experience and technologies of the global South in the design and implementation of programmes at the country level in consultation with the concerned country. The United Nations system will combine capacity-gap assessment with comparative advantages (as formally defined by provider countries themselves) to identify a specific solution from the countries of the South, expertise or technology that could be shared/exchanged with the country(ies) under consideration. The United Nations system will promote the establishment and the use of centres of excellence of the South, knowledge hubs and networks to facilitate knowledge exchange, including agency-specific South-South knowledge-exchange platforms established for this purpose.

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23   Country programming documents (CPDs) and country programming frameworks (CPFs).

24   See the "Cooperation Framework Implementation" section of the United Nations Sustainable Development Cooperation Framework guidelines. Available at: :http://www.actor-atlas.info/global-resource:unsdcf5.

Key catalytic actions to consider in programming

Key catalytic actions to consider in programming include:

a. ensure that solutions, knowledge, expertise and technologies related to United Nations agency-specific mandates and comparative advantages are identified for transfer/exchange and included in the United Nations system platforms for South-South knowledge exchanges and the provision of information about partnerships such as South-South Galaxy;

b. ensure that the proposed programmes identify opportunities for collective action of the South, peer learning, sharing of knowledge and experiences, and technology transfer.

c. ensure that the proposed programmes identify factors hindering mutually beneficial South-South and triangular cooperation and include measures to address them.

d. provide assistance to countries of the South in ensuring that measures are taken to determine whether South-South and triangular cooperation approaches to national programming are more cost-effective compared with those of other programming modalities; and

e. identify the most successful South-South and triangular cooperation programmes supported by UNCTs for possible scaling up in the country and beyond.

South-South cooperation within the framework of sustaining peace

a. The BAPA+40 outcome document underlines "the need to promote peaceful and inclusive societies for achieving sustainable development, and to build effective, accountable and inclusive institutions at all levels. Good governance, rule of law, human rights, fundamental freedoms, equal access to fair justice systems, and measures to combat corruption and curb illicit financial flows will be integral to our efforts". (para 14 BAPA + 40 Outcome Document)

b. South-South exchanges carried out in unstable or conflict-affected settings have proven to be important to conflict prevention and sustaining peace for three key reasons:

c. Regional and interregional exchanges have become more common around conflict-affected settings because neighbouring countries have a vested interest in preserving regional stability or at least preventing spillover effects beyond borders. Some actors in South-South cooperation have shown increased involvement in United Nations peacekeeping after transitioning to more stable societies, contributing towards normative debates regarding peace, stability and security. South-South cooperation stakeholders can share expertise and implement successful initiatives on demand in the context of capacity-building, institution-building and mediation.

d. South-South cooperation actors have increasingly linked and referred to some of their cooperation efforts as being directly or indirectly related to conflict prevention and sustaining peace. For example, several countries explicitly underscore the cross-sectoral humanitarian and peacebuilding focus of their South-South cooperation initiatives.

e. Many South-South cooperation partners now recognize that exchanges among developing countries can be a rich source of solutions not only for socioeconomic development but also for addressing peace and security challenges. For example, the Group of Seven Plus launched the framework for fragile-to-fragile cooperation for promoting experience-sharing, information exchange, and the devising of innovative solutions to recurring instability and for sustaining peace.

B. Regional level

The engagement of the United Nations system in South-South and triangular cooperation at the regional level will focus on support to policy formulation, knowledge sharing, and promoting regional cooperation, including through implementation of regional agreements and policy frameworks.

40. Given their mandates and focus on development issues that are regional in scope, regional commissions will play a key role in advancing South-South and triangular cooperation at the regional level, in partnership with other UN development system partners. Region-specific arrangements should be developed by Regional Collaborative Platforms (RCPs), once established.

1. Support to policy formulation and regional cooperation

41. Most South-South and triangular cooperation initiatives are developed and implemented within regions owing to commonality of history, language, culture, ethnicity, geographical proximity and economic complementarities. Regional institutions are important venues for policy dialogue, agenda-setting, policy coordination, and the design and implementation of regional programmes and initiatives. In this regard, United Nations South-South and triangular cooperation activities at the regional level will continue to be targeted towards promoting strategy and policy formulation and coordination; facilitating peer to peer learning and knowledge, expertise and technology sharing and supporting efforts towards regional dialogue and integration through the implementation of regional development frameworks, cooperation programmes, treaties and agreements.

42. Coordination at the regional level strengthens the policy coherence and collaboration of United Nations entities in addressing regional development issues, including in support of SSC and TrC. This strategy will serve as a key framework for guiding the United Nations development system in addressing regional development issues through South-South and triangular cooperation mechanisms. The RCPs are, when established as proposed, set to provide the mechanism for adapting the strategy and its subsequent Action Plan, as appropriate, to the regional specificity and context for achieving strengthened policy coherence and collaboration of United Nations entities in support of South-South and triangular cooperation.

2. Knowledge sharing

43. A strengthened United Nations response at the regional level is essential to maximizing the impact of support for South-South and triangular cooperation in every country. The de-

COVID-19 related regional Knowledge Management tools

a. The new global context of COVID-19 demands urgent measures from national authorities and accurate assessment of the mid- and long-term effects. To support country efforts in their COVID-19 response, the regional commissions have launched COVID-19 related Knowledge Management tools, such as observatories and policy trackers, in their respective regions.

b. The observatories and policy trackers are offered as regional public goods that monitor and share the public policies and measures that countries in each region are implementing to reduce the impact of the COVID-19 pandemic promoting therefore timely peer learning and providing the foundation for evidence-based analyses of the economic and social impacts that these policies will have at the national and sectoral levels, as well as identifying opportunities for SSTC in responding to the COVID-19 impacts.

mands of the 2030 Agenda in the context of the current Covid-19 crisis and the cross-border, subregional and regional challenges that countries face in their efforts to achieve the SDGs require a collaborative regional architecture and demand effective integration and system-wide coherence between the national, regional and global levels.

44. Knowledge generated at the regional level plays also a significant role in informing the common country analysis carried out at the national level, which integrates now analysis of relevant regional, subregional and cross-border dynamics, enabling United Nations entities to identify opportunities to support cross-border dialogue and collaboration between countries, including through South-South and triangular cooperation and United Nations system-wide strategies. This joint work leverages capacities at the regional level to further tackle regional development challenges and foster regional integration through improved United Nations operational activities of South-South and triangular cooperation.

45. Dedicated regional and sub-regional South-South and triangular cooperation forums have been established in some regions, under the auspices of the regional commissions, to provide mechanisms to share best practices and knowledge on South-South and triangular cooperation. These mechanisms can be further leveraged, as appropriate, for enhanced policy coordination and partnerships to assist member States accelerate the achievement of the 2030 Agenda through increased use of South-South and Triangular cooperation.

Key outcomes at the regional level

a. Enhanced understanding of SSTC and strengthened contribution of SSTC to the formulation of regional and sub-regional policies and strategies through the conduct of research, analysis and technical studies

b. Strengthened coherence with regional institutions and easier joint identification of development challenges that are interregional in scope and have a SSTC dimension

c. Enhanced formulation and implementation of frameworks, agreements, treaties and action plans for sub-regional, regional and interregional integration through SSTC

d. Strengthened coordination of SSTC initiatives and exchange of experiences through regional and sub-regional forums

e. Enhanced development-related interactions among public and private organizations/institutions of developing countries to identify, negotiate, formulate and implement joint projects and programmes collectively agreed

f. Strengthened intra and interregional linkages between sub-regional and regional organizations with similar interests, mandates and complementary capacities

C. Global level

1. Support to policy formulation

46. At the global level, South-South and triangular cooperation activities of the United Nations will be targeted towards providing support for the achievement of the 2030 Agenda and other internationally agreed development goals. This will be achieved through inclusive policy dialogue and coordination of the United Nations inputs to inform intergovernmental negotiations on resolutions and decisions on South-South and triangular cooperation within the High-level Committee on South-South Cooperation and the Economic and Financial Committee (Second Committee) of the General Assembly as well as other intergovernmental processes such as the high-level political forum on sustainable development, the Economic and Social Council forum on financing for development follow-up and the Development Cooperation Forum. The United Nations system will also strengthen cutting-edge research to inform evidence-based South-South policymaking processes and South-South initiatives. This research will, in turn, better inform global policy dialogues and agenda setting on South-South and triangular cooperation.

47. At the global level, United Nations entities will also consider, as appropriate, to undertake the following actions:

a. set up relevant support structures, such as a dedicated South-South and triangular cooperation unit in each agency, and institutional focal points,

b. Incorporation of South-South and triangular cooperation into policies, programmes, strategic frameworks and other planning instruments, including appropriate indicators and methodologies

c. bolster advocacy, outreach and strategic communication on issues of critical importance to the South as well as to underscore the positive impacts of South-South and triangular cooperation;

d. Leverage existing UN fora and /or convene other relevant forums to, among other things, exchange views, lessons and experiences between national development cooperation agencies and institutions;

e. promote the sharing of information on South-South and triangular cooperation through existing United Nations mechanisms; ensure close synergy between planning and coordination frameworks dedicated to South-South and triangular cooperation at the country and regional levels; and

f. ensure, where appropriate, adequate funding from agency budgets.

g. Promote coordination and explore programmatic synergies in support to South-South and triangular cooperation with international organizations outside the United Nations development system

2. Knowledge-sharing

48. South-South knowledge exchange is an important, dynamic pillar of South-South and triangular cooperation. It has gained prominence among developing countries because good practices generated from the global South have been increasingly recognized as cost-effective and easily adaptable and scalable. Exchanges of expertise and knowledge from the countries of the South offer viable pathways to address common challenges among the developing countries and to accelerate progress in the achievement of the SDGs.

49. The United Nations development system plays an important brokering role in knowledge-sharing. At the global level, it will provide platforms, codify best practices and facilitate the sharing and exchange of solutions to development challenges highlighting how South-South and triangular cooperation can accelerate progress towards the implementation and achievement of the SDGs.

> **Global South-South Development Expo (GSSD Expo)**
>
> GSSD Expo is a global annual event jointly organized by the UNOSSC, in cooperation with the Host Country, with full UN system-wide support and participation of all UN specialized agencies and programmes as well as strong support and partnership of other inter-governmental organizations and entities of the South. Launched in 2008, the GSSD Expo provides a powerful platform for development actors from various backgrounds to showcase their development solutions, celebrate successes, disseminate information, share knowledge and lessons learned, explore new avenues for collaboration and initiate new partnership efforts. The Directors-General Forum also provides an important opportunity for interactions between the UN entities and national cooperation and development agencies and institutions from the South and the North as well as other stakeholders on the implementation, monitoring and reporting on South-South and triangular cooperation policies, programmes and activities.

50. Research on South-South and triangular cooperation would enable developing countries to better design, implement and assess the impact of their own South-South and triangular cooperation initiatives. Evidence-based research will also assist in strengthening policy dialogues at the regional and global levels in order to build consensus on the priorities, principles, opportunities, and impact of South-South and triangular cooperation.

51. To enhance the sharing of knowledge and the connecting of partners in a more efficient, inclusive manner, digital platforms were also developed and deployed by United Nations entities. These digital platforms are offering transformational opportunities for development cooperation. They provide an accessible platform for multi-stakeholder engagement in knowledge-sharing, which also can ensure that all relevant information is securely digitalized and archived for future use. This will enhance the United Nations system support to South-South and triangular cooperation in a systematic, effective way and ensure that partners from the South can easily access and navigate a wide range of knowledge and information on good practices, research and experts.

52. With the increasing proliferation of digital platforms developed by United Nations entities and other development actors, the users can benefit from a common space where countries of the South and development partners can exchange best practices on South-South and triangular cooperation, connect with multidisciplinary expertise and partners and with a large variety of solutions, and link up with viable funding mechanisms. South-South Galaxy could sever as this common space.

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South-South Galaxy[25]

UNOSSC, along with its development partners, has developed a global knowledge-sharing and partnership-brokering platform, South-South Galaxy, based on its consultation with over 15 United Nations entities. South-South Galaxy serves as a consolidated South-South solutions platform for partners of the South in the United Nations system and acts as a one-stop-shop for use by all partners. It complements, rather than substitutes for or duplicates, existing national and regional institutional arrangements. South-South Galaxy is being expanded through inter-agency collaboration. One of its distinctive features is the integration of an artificial intelligence function, which enables it to better "learn" about the interests and behaviours of the users of the platform in order to provide the most relevant content, real-time data and solutions so as to enhance user experience. Its objective is to eliminate a significant barrier to entry that many partners of the South currently face in accessing a reliable and diverse range of knowledge, information and partners.

53. The BAPA+40 outcome document requests the United Nations development system "to continue its support to the strengthening of relevant public research institutions, academic institutions, think tanks, knowledge networks and relevant regional or thematic centers of excellence, as institutional spaces for knowledge development and sharing on South-South and triangular cooperation initiatives."[26] Further, it recognizes "the role of the United Nations regional commissions in supporting South-South and triangular cooperation initiatives…by ongoing activities" relating to "knowledge networks" and "by continuing their technical, policy and research support for countries of their regions and by cooperating, as appropriate, with United Nations country teams to continue to support the capacity of Member States in areas in which South-South and triangular cooperation could have the highest development impact."[27]

54. In this regard, the United Nations entities can build on the South-South Global Thinkers Initiative, a global coalition of think-tank networks on South-South cooperation that involves over 250 think tanks and research institutions, mostly from the global South, to jointly conduct evidence-based analysis, research, dialogue and advocacy to inform policymaking on South-South and triangular cooperation in the context of supporting the achievement of the SDGs. UNOSSC and UNDP jointly support the secretariat of the South-South Global Thinkers Initiative. The initiative will draw upon the United Nations Global Platform, which will serve as a source of data and information for official statistics and big data.

United Nations Global Platform

The statistical community created the United Nations Global Platform, which provides to Member States a collaborative tool for the development of official statistics by using cloud services, enabling international digital collaboration on new data solutions for SDG indicators. In addition, regional hubs of the Global Platform have been established, which facilitate South-South and triangular collaboration on projects on big data and data science and provide training in this area.[28]

Key outcomes at the global level

Key global outcomes include:

a. enhanced awareness of the role, value-added/contribution of South-South and triangular cooperation to the implementation of the 2030 Agenda;
b. strengthened support for the achievement of the goals of the 2030 Agenda and other internationally agreed development goals;
c. enhanced coherence and coordination of United Nations support at the global level;
d. strengthened capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation;
e. enhanced partnerships, means of implementation, visibility and resource mobilization; and
f. dynamic knowledge-sharing platforms established.

V. Partnerships and funding mechanisms for South-South and triangular cooperation

A. Partnerships

55. An important aspect of the United Nations role in South-South and triangular cooperation at the global level will be to support Member States in enhancing and expanding their South-South and triangular cooperation efforts through strengthened partnerships, strategic engagements and the mobilization of resources, including through South-South and triangular cooperation financing mechanisms. This will be achieved through strengthened mechanisms for outreach, advocacy and strategic communication to increase awareness and support partnership and general advocacy for South-South and triangular cooperation among constituents, partners and practitioners.

25   https://www.unsouthsouth.org/south-south-galaxy/.https://www.southsouth-galaxy.org//.

26   A/RES/73/291, para. 27 (b).

27   Ibid., para. 27 (i).

28   Note by the Secretary-General on the report of the Global Working Group on Big Data for Official Statistics (E/CN.3/2020/24). Available at https://unstats.un.org/unsd/statcom/51st-session/documents/2020-24-BigData-E.pdf.

56. Partnerships between governments, private and public sectors, social and other partners plus the engagement of the global South bring the SDGs closer to achievement. Within the framework of South-South and triangular cooperation, multi-stakeholder partnerships can act as instruments that help to improve the impact and actions in the field through peer-to-peer learning. A broad spectrum of multi-stakeholder partners may be engaged, including:

a. government institutions;

b. subnational entities, local authorities and parliaments;

c. intergovernmental organizations;

d. civil society organizations, non-governmental organizations, faith-based organizations and other stakeholders;

e. providers of private-sector and innovative sources of funding;

f. academic, scientific and technological communities;

g. foundations and think tanks;

h. worker and employer organizations; and

i. women and youth groups and organizations.

57. To develop South-South and triangular partnershipinitiative in a robust way, certain actions are recommended:

a. identify the needs and capacities of all partners in South-South and triangular cooperation;

b. develop clear, realistic goals for South-South and triangular cooperation partnership in consultation with concerned countries and based on existing databases in the United Nations system;

c. build trust and solidarity as well as mutually beneficial South-South and triangular cooperation partnership initiatives;

d. strengthen institutions based in the South that foster multi-country cooperation; and

e. promote peer-learning and joint monitoring and accountability.

58. The added value of South-South and triangular partnership initiatives must be clear, including how these initiatives can contribute to delivering results that a single partner could not achieve on its own.

59. South-South and triangular cooperation partnership initiatives should be sustainable, and resource mobilization plans should be developed.

B. Funding mechanisms

60. To better harness the complementary contribution of South-South and triangular partnerships to sustainable development and maximize the development impact of South-South and triangular cooperation, United Nations organizations and their partners have established a number of centres of excellence, financing facilities, trust funds and other mechanisms. United Nations entities will work to raise the visibility of new and existing funding mechanisms for South-South cooperation. The United Nations system will also play an important role in partnering with countries of the global South to support the implementation of projects under various South-South trust funds.

61. United Nations entities will explore synergies to finance South-South and triangular projects and programmes, capitalizing on their respective areas of expertise.[29] They will also encourage the establishment of multi-partner or multi-stakeholder financing facilities as well as cost-sharing arrangements with South-South providers as a means to diversify the resource base of their South-South and triangular cooperation programmes, ensuring their long-term sustainability and avoiding fragmented utilization.

62. To ensure adequate resourcing of the increasing number of initiatives that focus on South-South and triangular cooperation, the United Nations system will explore new sources and instruments of innovative financing for funding the SDGs at the global, regional, national and subnational levels, as appropriate. Such partners could include new financial institutions from countries of the South and non-state actors such as philanthropic foundations, the private sector and impact investment funds, including from the developed partners.

63. UNOSSC plays a key role in coordinating the various initiatives and funding mechanisms existing within the United Nations system. In this regard, UNOSSC, in coordination with other members of the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, will act as a hub in raising awareness among the United Nations entities about existing funding opportunities to support South-South and triangular cooperation activities.

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29   United Nations entities will set aside resources for South-South and triangular cooperation in their respective areas of competence. See South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3).

> **Trust funds supporting South-South and triangular cooperation**
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> **a.**   United Nations Peace and Development Trust Fund
> **b.**   United Nations Fund for South-South Cooperation;
> **c.**   India-United Nations Development Partnership Fund;
> **d.**   India, Brazil and South Africa Facility for Poverty and Hunger Alleviation; and
> **e.**   Pérez Guerrero Trust Fund for South-South Cooperation.

64.   UNOSSC will continue managing trust funds for South-South cooperation as well as facilitate the sharing of relevant information, experiences and best practices in public-private financing partnerships and other similar cooperation mechanisms among United Nations entities.

65.   UNOSSC also will support the efforts of countries from the global South to collaborate with United Nations entities to reinforce or establish financing facilities as well as cost-sharing arrangements with South-South providers to advance the achievement of SDGs through South-South and triangular cooperation.

VI. Monitoring, evaluation, reporting, coordination, governance and accountability

66.   The overall roles of the United Nations system in supporting and promoting South-South and triangular cooperation include convening, brokering partnerships, documenting solutions and development success stories, facilitating regional and global sharing of experiences and best practices, and mobilization of resources, all of which are delivered based on the request and leadership of Governments. In this regard, United Nations entities are encouraged to review their existing South-South and triangular cooperation processes, structures and strategies, and to contextualize and implement, at the request of the concerned countries, the proposed outcome areas and key deliverables in their respective work plans, based on their mandate, capacities and resource base.

67.   All members of the United Nations system share ownership of this strategy and are committed to its successful implementation. UNOSSC, in coordination with the members of the Inter-Agency Mechanism for South-South and Triangular Cooperation, will have the overall lead to coordinate and guide the implementation of the strategy, and it will coordinate the global advocacy efforts within and outside the United Nations.

A.   Monitoring and evaluation of the implementation of the strategy

68.   The United Nations system will enhance the availability of its data to measure the results and impact of South-South and triangular cooperation programmes and policies developed to support national efforts.

69.   UNOSSC, through the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, will design and coordinate the implementation of a monitoring and evaluation framework for UN's contribution to South-South and triangular cooperation, as mentioned in the strategy.

70.   The monitoring and evaluation framework for this strategy will be designed based on the deliverables set out in its Action Plan. It will provide a set of non-mandatory indicators for the UNS to collect and analyze relevant information that will complement the existing indicators used by each entity of the United Nations system to report on its South-South and triangular cooperation work. The monitoring and evaluation framework will include a clear baseline and target(s) for each non-mandatory indicator in order to track progress and conduct meaningful assessments of the achieved results by each entity.

71.   Within the lifespan of this strategy, provision will be made to conduct a mid-term review and a final independent evaluation at the end of the strategy cycle in order to assess key results vis-à-vis the expected outcomes and targets, identify lessons learned and inform decision-making to further enhance United Nations support to South-South and triangular cooperation. UNOSSC, through the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, will be responsible for the development of the terms of reference for, and coordinate the oversight of, the final independent evaluation.

72.   At the country level, the monitoring and evaluation framework for South-South and triangular cooperation will be part of the existing overall United Nations Sustainable Development Cooperation Framework review, and reporting will complement the ongoing work of the Cooperation Frameworks and will be aligned with the existing monitoring and evaluation systems and processes of the United Nations entities, as agreed to by the governing bodies. Results will be captured, monitored and reported through those same mechanisms. It is recommended that, whenever possible and according to the available resources, final evaluations of South-South and triangular cooperation initiatives under this strategy be conducted in order to assess key results. Making final evaluation reports available is encouraged so as to create a shared and open repository that can be used for secondary analysis across countries and complement research in different thematic areas that is taken forward by research institutions and think tanks from the South and the North.

B. Reporting

73. Reporting on the progress in the implementation of the United Nations system-wide strategy on South-South and triangular cooperation will be undertaken within already-existing reporting mechanisms to avoid the creation of additional mechanisms, which will have financial, organizational and staffing implications. In this regard, the United Nations entities will contribute to the preparation of the annual report of the Secretary-General on the state of South-South cooperation as requested by the General Assembly. UNOSSC will coordinate the preparation of this report as per its mandate.

74. UNOSSC, through the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, is responsible for consolidating inputs and documenting and reporting on progress in the contribution of the United Nations system to delivering on the 2030 Agenda through South-South and triangular cooperation.

C. Coordination, governance and accountability

75. For South-South and triangular cooperation to have the intended impact, it is necessary to improve overall system-wide policy frameworks, governance, coordination mechanisms and dedicated resources.[30]

76. At the national level, the United Nations engagement and support to South-South and triangular cooperation are elaborated and coordinated through the United Nations Sustainable Development Cooperation Framework for those governments that agreed to include SSC dimension in the Cooperation Framework.

77. The RCPs, when established as proposed, will coordinate and follow up on the implementation of the strategy in collaboration with South-South and triangular cooperation focal points in the wider United Nations system at the regional level. UNOSSC regional Offices will support these efforts in line with the framework of the Action Plan and the corresponding monitoring and evaluation framework.

78. At the global level, the United Nations system, with support from UNOSSC and in coordination with the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, will take advantage of opportunities to harmonize work.

79. Coordination within the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation should not be limited to information-sharing but also include promoting, whenever possible, joint planning, prioritization, pooling of resources and achievement of common results, with a view to enhancing inclusiveness and consistency while avoiding duplication.

80. The governance of the United Nations system-wide strategy for South-South and triangular cooperation will be rooted in existing global, regional and national mechanisms and reinforced by the Executive Committee chaired by the Secretary-General.

81. In the context of this strategy, partnering United Nations entities will be accountable for effective facilitation, brokering of solutions, partnership-building, analysis and monitoring of the progress made in the use of South-South and triangular cooperation, building on the existing framework for operational guidelines on United Nations support to South-South and triangular cooperation.[31]

82. An action plan for the implementation of this strategy will be developed in close consultation with all United Nations entities and attached to this strategy in order to set out specific deliverables, responsibilities and reporting.

83. The successful implementation of the United Nations strategy will depend directly on effective and efficient collaboration between United Nations entities as well as coordination of the priorities and actions outlined in the strategy and the accompanying action plan.

30   SSC/19/3.

31   SSC/19/3.

ACTION PLAN FOR IMPLEMENTATION OF THE UN SYSTEM STRATEGY ON SOUTH-SOUTH AND TRIANGULAR COOPERATION

The Secretary-General, in his report on the State of South-South Cooperation to the seventy-second session of the General Assembly, had requested the United Nations Office for South-South Cooperation (UNOSSC) *"to coordinate, in consultation with the United Nations agencies, the preparation of a United Nations system-wide South-South cooperation strategy."* Following an inclusive and consultative preparation process involving contributions of over 40 UN entities members of the Inter-Agency mechanism on South-South Cooperation and Triangular Cooperation and 15 Resident Coordinators, the *United Nations system-wide South-South strategy on South- South and triangulation cooperation for sustainable development 2020-2024* was discussed with Member States and adopted by the Executive Committee, Chaired by the Secretary General on 18 August 2020, in line with BAPA+40.

The overarching goal of the strategy is to leverage South-South and triangular cooperation in support of Member States' efforts to eradicate poverty in all its forms and dimensions, to achieve all sustainable development goals, and to secure peace and prosperity while promoting gender equality and women's empowerment on a healthy planet. In the pursuit of this overarching goal, the strategy aims to provide system-wide policy orientation to United Nations entities in order to galvanize a coordinated and coherent approach to policy, programmatic and partnership support on South-South and triangular cooperation and increase impact across United Nations activities at all levels: national, regional and global.

In order to operationalize the UN system-wide strategy, UNOSSC initiated the preparation of an action plan drafted under the coordination of the UNOSSC and the close engagement of the UN Inter- Agency Mechanism for South-South and Triangular Cooperation, in close consultation with all United Nations entities. The action plan and its results framework identify, for each of the five expected outcomes of the strategy, a set of specific deliverables, indicative activities and recommended indicators. The ultimate objective of the action plan and its results framework is to allow the monitoring of implementation of the strategy by the United Nations System. The document is expected to allow for the collection and analysis of relevant information that will inform the monitoring and reporting by each entity of the United Nations System on its South-South and triangular cooperation work.

The implementation of the strategy and its action plan remains governed by each UN entity individually, based on its mandate and programme of work. The ambition is that, through the implementation of the strategy and its action plan, United Nations entities will be better positioned to coordinate and harmonize policies and operations and programmatic support on South-South and triangular cooperation at the global, regional and country levels, with the aim of supporting the national priorities of countries of the South and to drive forward the 2030 Agenda and the decade of Action to deliver on the SDGs.

During the first year of implementation of the action plan, the focus will be placed on further defining the monitoring and evaluation (M&E) and reporting framework of the action plan, including the definition of baseline data and targets for each recommended indicator and detailed responsibilities for data collection or reporting, upon additional consultation with all United Nations entities.

Outcome 1: Strengthened United Nations ability to respond to developing countries' demands to address specific development challenges through SSTC.	
(i) Number of Member States whose requests to the UN system for support on SSTC have been responded/supported. (ii) Number of SSTC initiatives/programmes developed by the UN system in response to Member States' requests.	
S01.1	
SSTC is mainstreamed as a specific implementation modality for achieving the SDGs and other global agendas, and is holistically incorporated into policies, strategic frameworks and other planning and programming instruments of UN entities, including in UN Sustainable Development Cooperation Frameworks.	
Outputs	**Indicators**
Global — SSTC is integrated as a specific implementation modality in Agency-specific global strategic frameworks, policies and other planning and programming instruments for the progressive achievement of SDGs and other global agendas.	Number of UN entities with strategic frameworks and programming instruments in which SSTC is integrated as a specific implementation modality, and with a specific SSTC strategy.
Regional — SSTC is integrated as a specific implementation modality in Agency-specific regional strategic frameworks and in programming and partnership instruments for the progressive achievement of SDGs and other regional agendas.	Number of UN entities with regional strategic frameworks and programming instruments in which SSTC is integrated as a specific implementation modality.
National — The UN Common Country Analysis (CCA), Sustainable Development Cooperation Frameworks (UNSDCF), and other key strategic frameworks and planning and programming instruments at the national level incorporate SSTC as a specific implementation modality and/or include SSTC-related outputs, activities and indicators.	Number of newly developed CCAs, UNSDCFs and appropriate country programmes that follow the system-wide guidance on South- South Cooperation and/or include SSTC-related indicators/activities.

Indicative activities

Global and regional levels:
- Identification through mapping of UN entities' commitments to mainstreaming SSTC into their agency specific strategic plans/policies/frameworks at global and regional level.

National level:
- Identification of development needs that can be supported through SSTC and of key priority areas for collaboration and engagement on SSTC through CCA and in UNSDCF processes, in line with a system-wide SSTC guide.
- Inclusion of SSTC, when appropriate, in UNSDCFs.

Regional level:
- Facilitation of formal or informal coordination of regional SSTC Focal Points and sharing of information, led by UNOSSC Regional Offices. Inclusion of SSTC among priority issues in the Regional United Nations Regional Collaborative Platform and Issue-Based Coalitions.

National level:
- Establish an appropriate inter-agency working group/mechanism on SSTC within UNCT to (i) coordinate SSTC mainstreaming into UNSCDF, including by proposing SSTC related indicators for UNSDCF, and to (ii) coordinate outreach to relevant stakeholders, including NGOs and CSOs, sub-national authorities, parliaments, academia, workers and employers' organizations and other partners based on relevant national and regional needs assessments, including the common country analysis (CCA) prepared by UNCTs.

S01.2

Strengthened South-South and triangular cooperation support structure(s), including dedicated Unit and/or institutional Focal Points, appropriately and adequately funded by UN entities, in a manner consistent with their respective mandates, institutional arrangement, and policy/strategy.

	Outputs	Indicators
Global	A dedicated SSTC Unit is established, or fully dedicated SSTC Focal Points are nominated at senior level within UN entities, with an operating budget, in a manner consistent with their respective mandates, institutional arrangements and policy/strategy.	Number of UN system entities with a dedicated SSTC unit, or focal point at senior level, fully devoted to SSTC.
		Number of UN entities with an operating budget for SSTC mainstreaming (fixed amount/percentage of regular/non-core budget for SSTC).
Regional	SSTC Focal Points are nominated within regional UN coordination or collaboration mechanisms, including the UN Regional Collaborative Platforms (RCP), and/or Issue-Based Coalitions.	Percentage of coordination mechanisms and RCP with a dedicated SSTC Focal Point.
National	Inter-agency working/thematic groups on SSTC are established within the UN Country Teams (UNCT) to coordinate the mainstreaming of SSTC during CCA and UNDCF rollout processes.	Number of UNCTs with an inter-agency working/thematic group on SSTC.

Indicative activities

Global and regional levels:
- Preparation of SSTC Focal Points list with confirmation of their areas of work within respective UN entities, including details on level of commitments (time ratio) and budget available to mainstreaming of SSTC internally and outside of their entity's frameworks.
- Internal review by UN entities of their institutional support to their SSTC Focal Points structure aiming at ensuring that it is adequate to effectively implement their engagement and support to SSTC.
- Preparation of guidance material and generic TOR for SSC Focal Points or dedicated SSC Units.

S01.3

Enhanced technical and human capacities in the UN system, including UNCTs, to respond to Member States' requests for support through SSTC, including requests for rapid and timely support to COVID-19 and other similar crisis; and to report on its support to SSTC programmes and initiatives, including in the Annual SG Report.

	Outputs	Indicators
Global	Guidelines, training material and other programming tools on SSTC are developed by UNOSSC, in coordination with the Inter-Agency Mechanism on SSTC and UNSDG, for use by the UN system, in particular UN Agencies and UNCT staff, and system-wide guidance material on how to mainstream SSTC in the UNSDCF process and at regional and global levels, and on how to document SSTC initiatives and development solutions from the South.	SSTC guidelines, training material and tools are available.
	SSTC initiatives and results are included in UN Agencies Annual Reports to their respective governing bodies or reported through joint communication products.	Number of UN agencies that have incorporated SSTC results in corporate reporting.
Regional	Regional SSTC Focal Points and staff engaged in the UN Regional Collaborative Platforms and Issue-Based Coalitions are trained on how to mainstream SSTC in regional coordination and programming mechanisms or policy advocacy processes.	Number of UNRCPs and IBCs receiving training on SSTC.
	Joint regional SSTC programmes/initiatives are developed and facilitated by the UN system, including related to the COVID-19 crisis.	Number of joint regional SSTC initiatives/programmes developed by the UN system; of which, number of programmes related to the COVID-19 crisis.
National	Joint UN programmes/initiatives are developed and facilitated to respond to Member States' requests for support through SSTC, including related to the COVID-19 crisis.	Number of SSTC initiatives/programmes developed jointly by UNCTs, or a specific Agency, in response to Member States' requests; of which, number of joint programmes related to the COVID-19 crisis.
	SSTC initiatives and results are reported in annual UNCT reports. Trust Fund reports, Member States briefings, thematic publications or other communication products.	Number of UNCTs reporting on SSTC initiatives and results, of which in annual UNCT reports, where applicable.

Indicative activities

Global level:
- Develop training guidelines, modules and other tools on SSTC targeting UN staff in headquarters and in the field, with a focus on UNCTs' needs. Improve or further develop the guidance material and template for documenting SSTC initiatives and development solutions and experiences from the South, disseminate these among all UNCTs for their consideration, and advocate for their use.
- Develop a system-wide guidance material for mainstreaming SSTC into planning/programming instruments, including in the CCA guide, the Cooperation Framework Guide and any other UN system-wide programming guide/tools made available to UNCTs.
- Strengthening of reporting or good practices templates and guidance material on SSTC mainstreaming to be used across UN entities.
- Incorporation of SSTC results in UN entities' Annual Reports to their respective governing bodies.
- Identification of issues of critical importance to the South and production of joint communication materials to underscore the positive impacts of SSTC and how the UN system is supporting them.
- Gather of information on the use of SSTC in UN system-wide support on COVID-9 response and recovery.
- Proactively engage in the COVID 19 socio-economic recovery response through SSTC.

Regional level:
- Organize joint trainings and workshops for capacity development among SSTC Focal Points, RCP and Issue-Based Coalitions on how to mainstream SSTC in regional coordination and programming mechanisms or policy advocacy processes.

National level:
- Organize joint trainings and workshops for capacity development among UNCTs to strengthen UNCT's ability to identify development needs that can be supported through SSTC, and the specific results to be achieved to mainstream SSTC in the CCA and UNSDCF rollout processes.
- Incorporation of SSTC results in UNCTs' Annual Reports.

Outcome 2: Strengthened institutional, human and technical capacities in countries of the South through/for South-South and triangular cooperation.

(i) Number of SSTC programmes and initiatives developed and facilitated by countries from the South with support from the UN system.
(ii) Number of Member States from the South actively involved in South-South Cooperation.

S02.1

Strengthened capacities of Member States from the South to assess capacity gaps, define their comparative advantages and/or matching with other relevant Member States, and design and implement SSTC programmes/initiatives.

	Outputs	Indicators
Global	National development cooperation agencies and institutions engaged and interested in SSTC are supported through global capacity development initiatives.	Number of national development cooperation agencies and/or institutions engaged in SSTC supported through global capacity development initiatives.
Regional	Regional and sub-regional and inter-regional entities created by the South responsible for SSTC are supported to design and implement regional SSTC programmes/initiatives.	Number of regional SSTC initiatives/programmes developed and facilitated by regional entities of the South, with UN support.
National	Member States from the Global South are supported to identify capacity gaps and assets (including in the context of developing national development strategies and relevant action plans), to identify their comparative advantages or matching needs with other relevant Member States from the Global South, and to design and implement SSTC programmes/initiatives.	Number of Member States and national institutions receiving capacity development support in the context of developing national development strategies and relevant action plans.

Indicative activities

Global level:
- Leverage existing UN fora or organize UN events (workshops / trainings) to support capacity development of national development cooperation agencies and institutions engaged and interested in SSTC.

Regional level:
- Organize capacity development activities targeted at national, regional and sub-regional and inter-regional entities responsible for SSTC so that they can design and implement regional SSTC programmes/initiatives.
- Conduct joint analysis of capacity gaps and assets.

National level:
- Leverage existing UN fora or organize UN events (fora/ workshops / trainings) with government partners to support capacity development of national development cooperation agencies and institutions engaged and interested in SSTC or address national capacity development needs for SSTC.
- Conduct participatory (with UNCT and national entities) mappings of existing national stakeholders (incl. CSOs, private sector, academia), expertise and resources to identify capacity assets and gaps, in a gender-responsive manner for improved SSTC as part of UNSDCF process.
- Joint identification (with UNCT and national entities) of: (i) areas that are best suited for matching needs and comparative advantages among countries of the South, including through joint activities by UNCT, and (ii) technology needs and solutions to facilitate technology transfer, based on mutually agreed terms as part of the UNSDCF process.
- Support Member States from the South in mainstreaming SSTC in national development strategies and plans of action; and in strengthening national SSTC institutions.
- Support Member States from the South in preparing programming tools, manuals and cooperation frameworks on SSTC.
- Support Member States from the Global South to establish/strengthen national coordination mechanism/units for SSTC to foster synergies with relevant national, regional and inter-regional SSC frameworks/plans.

S02.2
Strengthened capacities of countries of the South to identify, evaluate and document successful development solutions and appropriate technologies of the South and SDG progress, including through centres of excellence of the South.

	Outputs	Indicators
Global	Global groupings of countries of the South supported to identify, evaluate and document successful solutions from the South and appropriate technologies.	Number of groupings supported; and number of Southern solutions documented.
Regional	Relevant regional public institutions, academic institutions, Think-Tanks, knowledge networks, centers of excellence and resource centers of the South are supported to develop their capacities to identify, evaluate, adapt and document Southern solutions and technologies.	Number of regional institutions/entities supported through SSTC.
National	Relevant national public institutions, academic institutions, Think-Tanks, knowledge networks, centers of excellence and resource centers of countries from the South are supported (or established) to identify, evaluate, adapt and document Southern regional solutions and technologies.	Number of countries in which relevant institutions/entities were supported.
	Member States are supported to map, evaluate and document SSTC development solutions and good practices from the South, and/or to undertake evidence-based research on Southern solutions to sustainable development.	Number of Member States supported to map, evaluate and document Southern solutions, including through evidence-based research.

Indicative activities

Global level:
- Provide technical assistance or capacity development support to Global groupings of countries of the South, upon request, to map, evaluate and document appropriate technologies, best practices and solutions of the South and are therefore enabled to engage in knowledge sharing activities.

Regional level:
- With regional partners, identify, map, study/evaluate successful Southern solutions, good practices, experiences, knowledge, expertise and technologies most promising for SSTC and country to country learning.
- Provide capacity development support to regional, sub-regional and inter-regional entities responsible for SSTC for improved evaluation and documentation of solutions and technologies from the South.

National level:
- With the Government and national partners, identify, map, study/evaluate and document (at local, sub-national or national levels) successful development solutions from the South, good practices, experiences, knowledge, expertise and technologies most promising for SSTC and country to country learning.
- Strengthen the capacities of national entities responsible for SSTC to map, evaluate and document Southern solutions to address sustainable development challenges, and/or support the establishment of national institutions or centres of excellence.
- Support Southern countries and entities to document SSTC good practices and incorporate these into UN entities' publications, including UNOSSC's publications (e.g., South-South in Action series, UNOSSC compendium on SSTC good practices).

- Support, as appropriate, evidence-based research to enable countries from the South to better evaluate the impact of their own SSTC initiatives and sustainable development investments.
- Identify and document national institutions that demonstrated excellence in SSTC, and recognize their excellence (e.g., through an award).

Outcome 3: Improved exchanges of experiences, know-how, appropriate technologies and adaptable development solutions among developing countries and Southern policymakers, institutions, professionals, civil society, academia, and private-sector organizations.
(i) Number of global, regional and national knowledge-sharing initiatives on solutions from the South supported or facilitated by the UN system. *(ii) Number of countries from the South showcasing Southern solutions in various fora and through contributions to the HLC-SSC, HLPF-Voluntary National Review, Regional SDG Fora, etc.*

S03.1
Enhanced ability of the UN system to facilitate the exchange of knowledge and experience on successful development solutions from the South using SSTC tools and platforms, including digital platforms, for country to country learning and cooperation.

	Outputs	Indicators
Global	Existing SSTC digital platforms in the UN System are mapped, made available as an open knowledge resource for all SSTC partners and practitioners, strengthened and promoted in a coherent manner.	Number of annual users of UN SSTC digital platforms.
	The use of the South-South Galaxy is promoted as one of the global platforms for SSTC, and resource for SSTC knowledge exchange, among UN entities and countries, with improved inter-linkages between existing UN entities' platforms dedicated to SSTC.	Number of annual South-South Galaxy users.
		Percentage of SSTC UN digital platforms that contain a link with other UN entities' platforms dedicated to SSTC.
Regional	The use of knowledge exchange platforms from Regional Commissions, as well as of other relevant UNDS platforms, is promoted for consistent knowledge exchange and peer learning between regions.	Number of regional UN coordination/collaboration mechanisms promoted and supported by the UN system.
National	The use of UNDS knowledge exchange platforms, as well as other relevant national knowledge exchange mechanisms supported by the UNDS, is promoted among UNCTs, and serve as a resource for SSTC knowledge exchange.	Number of knowledge exchange platforms promoted and used by UNCTs.

Indicative activities

Global level:
- Map existing SSTC digital platforms in the UN System and ensure that they are available as an open knowledge resource for all SSTC partners and practitioners.
- Improve the interactions among existing UN Agency-led SSTC platforms, their inter-linkages and their linkages with the South- South Galaxy platform.

- Promote the visibility of SSTC tools and platforms available for thematic fields/areas and involve partners on each platform to facilitate linkages and engagement of relevant Southern policymakers, institutions, professionals, civil society, academia and workers and employers' organizations and the private-sectors.
- Promote and optimize use of the South-South Galaxy as one of the global platforms for SSTC and resource for SSTC knowledge exchange among UN entities and countries; and promote the use of other UN SSTC digital platforms in a concerted manner.

Regional level:
- Promote and support the use of knowledge exchange platforms from Regional Commissions, as well as of other relevant UNDS platforms, as one of the global platforms for SSTC and resource for SSTC knowledge exchange among regional UN entities and regional UN coordination or collaboration mechanisms.

National level:
- Promote and optimize among UNCTs the use of UNDS knowledge exchange platforms, as well as other relevant national knowledge exchange mechanisms supported by the UNDS, as one of the global platforms for SSTC, and resources for SSTC knowledge exchange.

S03.2

Enhanced support by the UN system for the sharing of knowledge on effective and successful SSTC initiatives, and on adaptable development solutions and appropriate technologies of the South, for learning and replication purposes.

	Outputs	Indicators
Global	The UNDS system facilitates global knowledge-sharing initiatives for the sharing of good practices and Southern solutions to development challenges and the achievement of the SDGs, and for encouraging the adaptation of these approaches in SSTC.	Number of global knowledge-sharing initiatives facilitated by the UN system.
	The UN system documents and publishes and disseminates good SSTC initiatives, practices and projects contributing to increased global access and learning amongst countries.	Number of good SSTC initiatives documented by the UNDS; and number of publications produced.
	Global data-driven research and studies are conducted, including through research institutions from the Global South, on how successful SSTC programmes, solutions from the South and good practices are or can be adapted to other geographic contexts and are sustainable.	Number of global studies developed and shared, including research papers and articles in academic journals.
Regional	The UN system facilitates and supports initiatives to share knowledge, solutions, experiences, good practices, know-how and relevant technology at the regional, sub-regional, or interregional levels to promote learning and encourage adaptation of relevant development approaches, including through regional inter-governmental body mechanisms.	Number of regional knowledge-sharing initiatives facilitated by the UN system.

National	UNCTs document and publish good SSTC initiatives and projects led, promoted, supported by the government and national partners.	Number of SSTC good practices identified, documented and published by UNCTs, including those submitted to the South-South Galaxy.
	Member States from the South and other national partners are supported to organize peer learning or share their knowledge, solutions and technologies, including through strengthening of national knowledge exchange platforms and resource centers.	Number of national knowledge-exchange initiatives and platforms supported by the UN system.

Indicative activities

Global level:
- Facilitate the exchange of good practices and solutions from the South to development challenges during global knowledge- sharing initiatives for adaptation, replication and scaling up purposes.
- Provide new and innovative channels for people-to-people exchange, including for volunteers, students, young people, community leaders, to ensure a people-led, participatory and inclusive approach to South-South cooperation.
- Identify and engage research institutions or relevant NGOs, or alliances of NGOs, from the Global South to inform UN system research.
- Undertake or support data-driven research and feasibility studies on how successful Southern solutions and good practices, including from SSTC programmes/initiatives, are or can be adapted to other geographic contexts and whether they are sustainable.

Regional level:
- Facilitate knowledge sharing initiatives at the regional, sub-regional, or interregional levels that identify development approaches, exchange good practices from the Global South, and encourage the adaptation of these approaches through SSTC, including through inter-governmental regional body mechanisms.

National level:
- Support Member States and other national partners to organize peer learning and/or engage in the sharing of Southern knowledge and experiences, and in technology transfer, including through the establishment of knowledge exchange platforms.
- Facilitate the exchange of good practices and solutions to development challenges, adaptation and scaling up among national institutions and partners from the South, highlighting how SSTC can accelerate progress towards the achievement of the SDGs.
- Document and share good SSTC initiatives and projects.

Outcome 4: Enhanced integration of Southern perspectives and needs into global and regional policies and international development cooperation.

(i)   Number of new global and regional policies that integrate the perspectives and needs of the South.

S04.1

Enhanced coherence and coordination of United Nations contributions, including through Regional Collaborative Platforms, to inform relevant inter-governmental policy dialogue at the global and regional levels to address sustainable development and regional development issues, including through SSTC.

Outputs		Indicators
Global	Global policy dialogue and advocacy events focused on SSTC are organized by the UN system to encourage the sharing of experiences from Global South and inform global policies and development agenda.	Number of global policy dialogue and advocacy events organized.
	Continuous and coordinated contribution of the UN system's research on SSTC is provided to inform global policy dialogue.	Number of research and analytical products on SSTC produced to inform intergovernmental policy processes and fora.
Regional	Regional policy dialogue and advocacy events focused on SSTC are organized to encourage the sharing of experiences from the Global South and inform regional, sub-regional and inter-regional policies, including using evidence from research.	Number of regional policy dialogue and advocacy events organized.
	Technical advice is provided to mainstream SSTC and related outcomes of relevant inter-governmental policy processes in regional coordination and collaboration mechanisms and processes, including Regional Collaborative Platforms (RCPs) and their respective Issue- Based Coalitions.	Number of RCPs that have mainstreamed SSTC.

Indicative activities
Global level: • Design and implement policy dialogue and advocacy events focused on SSTC to encourage the sharing of experiences from Global South and inform global policy dialogues. • Ensure continued contribution of UN system's research and analysis to inform policy dialogue. • Increase access to, and opportunities for, the UN system's technical expertise on SSTC to support Member States in relevant global inter-governmental policy processes and fora relating to sustainable development. **Regional level:** • Provide technical advice to mainstream SSTC and related outcomes of relevant inter-governmental policy processes in regional coordination and collaboration mechanisms and processes. • Design and implement policy dialogue and advocacy events focused on SSC to encourage the sharing of experiences from Global South and inform global policy dialogues. • Support regional, sub-regional or interregional mechanisms and development initiatives that have a SSC and TrC dimensions.

S04.2
Enhanced advocacy, outreach and communication by the UN system on SSTC.

Outputs		Indicators
Global	An advocacy, outreach and communication strategy inclusive of all UN entities through existing UN interagency mechanisms on SSTC is formulated.	The advocacy, outreach and communication SSTC strategy is available.
	Global awareness raising and communication events are organized targeting SSTC constituents, partners and practitioners to increase general awareness and collaboration on SSTC.	Number of SSTC awareness-raising and communication events organized.

Regional	Regional advocacy, outreach and communication events are organized to increase general awareness and collaboration on SSTC.	Number of SSTC events organized.

Indicative activities
Global level: • Develop advocacy, outreach and communication SSTC strategy inclusive of all UN entities through existing United Nations interagency mechanisms on SSTC. • Engage with SSTC constituents, partners and practitioners to bolster advocacy, outreach and strategic communication. **Regional level:** • Organize regional advocacy, outreach and communication events to increase general awareness and collaboration on SSTC, including through cross-RCP collaboration.

Outcome 5: Mobilize financial and in-kind resources and expertise through South-South and triangular cooperation partnerships and strategic alliances for increased impact of South-South cooperation.
(i) Volume of financial resources (including in-kind equivalent) mobilized through SSTC partnerships and strategic alliances.

S05.1
Enhanced UN system support to the establishment of multi-stakeholder partnerships between Governmental agencies and institutions, financial and non-financial partners, public and private organizations and/or academia from developing countries for the identification, negotiation, formulation, financing and implementation of SSTC programmes and initiatives.

Outputs		Indicators
Global	Good practices on South-South Cooperation and triangular cooperation partnership modalities (including with emerging partners and financial and non-financial partners) are documented and promoted.	Number of good practices and initiatives, including PPPs and innovative financing mechanisms, published or shared in different platforms dedicated to SSTC.
	Multi-stakeholder partnerships are established or expanded, including with emerging partners and financial and non-financial partners, to support the implementation and/or financing of SSTC programmes/initiatives following the demand driven priorities defined by Southern countries.	Number of SSTC partnership agreements (including MOUs or letters of intent) signed; and the volume of financial and non- financial resources mobilized.
Regional	Intra and interregional partnerships are established or expanded between sub-regional and regional organizations, in coordination with the regional economic commissions and UN regional offices, to support the implementation or financing of SSTC programmes/initiatives.	Number of SSTC partnership agreements, including MOUs, or letters of intent, signed with regional, sub-regional and inter- regional entities; and the volume of financial and non-financial resources mobilized.

National	Multi-stakeholder partnerships are established between Governmental agencies and institutions, public and private organizations, financial and non-financial partners and/or academia and other parthers from Southern countries for engaging in SSTC.	Number of new SSTC partnerships established at country level; number of countries concerned; and the volume of financial and non-financial resources mobilized.

Indicative activities

Global level:
- Identify, document and share good practices on successful/innovative SSTC partnership modalities.
- Prepare, map and maintain a regularly updated database of relevant partners and stakeholders at the country level, including governmental and non-governmental institutions and international organizations outside the UNS engaged in SSTC.
- Organize joint development partner resource-mobilization events with countries of the Global South within the framework of the HLC, GSSD expo and the DG forum, as well as other UNDS fora for funding and non-funding partnerships.
- Promote global fora that are conducive for partnership building based on SSC Principles, including Mutual Benefit.

Regional level:
- Promote regional and inter-regional fora that are conducive for partnership building based on SSC Principles, including Mutual Benefit.
- Identify areas of complementarities and synergies between partners, in collaborative arrangements geared to partnership and engagement for South-South and triangular cooperation.
- Facilitate the development of clear, realistic regional and sub-regional initiatives and sign agreements, letters of intent, and MOUs covering SSTC partnerships in consultation with concerned regions and countries.
- Design and implement policy dialogue and advocacy events focused on SSC to encourage the sharing of experiences from Global South and inform global policy dialogues.
- Support regional, sub-regional or interregional mechanisms and development initiatives that have a SSC and TrC dimensions.

National level:
- Identify areas of complementarities and synergies between national partners, in collaborative arrangements geared to partnership and engagement for SSTC.
- Facilitate the development of clear, realistic regional and sub-regional initiatives and sign agreements, letters of intent, and MOUs covering SSTC partnerships.

S05.2

The United Nations system resource base for SSTC programmes is increased and diversified to ensure their long-term sustainability, including through new sources or innovative financing instruments.

Outputs	Indicators

Global	Guidance and training material is developed/updated to inform UN entities' engagement with the private sector and other non-state actors for SSTC initiatives, building upon good practices on complementary, innovative and/or catalytic resources for enhancing SSTC.	Number of UN entities with new/updated guidelines on engagement with the private sector and other non-state actors for SSTC initiatives.

Global	Multi partner resource mobilization plans for UN entities regarding SSTC are developed or strengthened.	Number of UN entities with a new/updated resource mobilization plan for SSTC.
	Global funding mechanisms or SSTC trust funds are established or expanded to respond to different crisis, including the COVID-19 crisis, through SSTC.	Number of SSTC funding mechanisms/trust funds established (including through innovative instruments/new partners; and specific for the COVID-19 crisis); number of UN entities participating in these funding mechanisms; and the volume of resources mobilized.
Regional	Joint UN funding mechanisms, regional trust funds or innovative mechanisms and financing instruments are expanded or established to respond to regional needs, including related to the COVID-19 crisis, through SSTC.	Number of regional funding mechanisms established (including through innovative instruments/new partners; and related to the COVID-19 crisis); and the volume of resources mobilized.
National	Joint UN funding mechanisms, trust funds or innovative mechanisms are expanded or established to respond to specific Member States' SSTC requests, including related to the COVID-19 crisis.	Number of national funding mechanisms established (including through innovative instruments/new partners; and related to the COVID-19 crisis); and the volume of resources mobilized.

Indicative activities

Global level:
- Explore, document good practices and map complementary and catalytic resources for enhancing SSTC, including innovative financing mechanisms and public and private partnerships.
- Develop/update common guidance material/principles to inform UN entities' engagement with the private sector and other non- state actors for SSTC initiatives, building on good practices and lessons learned in order to enhance coordination and harmonization among UN entities in this area.
- Within the framework of the HLC, GSSD expo and the DG forum, as well as other UNDS fora, mainstream programmatic synergies and opportunities for funding and non-funding partnerships and organize joint development partner events and dialogues for resource-mobilization.
- Develop and reinforce multi partner resource mobilization plans for UN entities regarding South-South and triangular cooperation.
- Identify ways to give value and visibility to in-kind and financial contributions to South-South Cooperation as an incentive to providers/partners from countries of the South.
- Recognize SSTC contributors from the South through institutionalized mechanisms, including through media and social media visibility and awards.
- Organize specific SSTC events that showcase successful partnerships for the achievement of the SDGs.

Regional and national levels:
- Deepen partnerships with centers of excellence, development institutions and new development actors to leverage technical capacities and resources and to foster innovations for the engagement of new and emerging partners, including, International Financial institutions (IFIs) and the private sector, as appropriate.
- Promote the development of multi-partner resource mobilization plans for UN entities regarding South-South and triangular cooperation.
- Organize specific SSTC events that showcase successful partnerships for the achievement of the SDGs.
- Raise awareness among the United Nations entities about existing funding and financing opportunities to support South-South and triangular cooperation activities.