

Guidelines for the Integration of South-South and Triangular Cooperation into the Country- and Regional-level Work of the United Nations Development System

UNOSSC

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Introduction

There is now ample proof of the potential of South-South and triangular cooperation to address difficult development challenges and accelerate results in communities and people's lives across the globe. For example, "Countries of the South have contributed to more than half of the world's growth in recent years".¹

Ever since the [Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries](#) (TCDC) in 1978² and the evolution to "South-South cooperation (SSC), SSC has been a modality owned and valued by developing countries in their pursuit to reduce poverty and inequalities, and the momentum has only been growing. Today, Southern providers and partners are gaining stature in the international development landscape, and a growing number of countries are exploring how development solutions that have worked elsewhere in similar contexts can be adopted or adapted to their own.

As a trusted partner with a global presence, the UN development system acts as one of the primary South-South and triangular cooperation facilitators and catalysts through its global, regional and national South-South support architecture. That role was reiterated and amplified by Member States in the [BAPA+40 outcome document](#)³ in which they called on the UN development system to increase its work leveraging South-South and triangular cooperation in policy dialogue, technical assistance, normative support, collaborative alliances, knowledge-sharing, partnerships and mobilization of financial resources.

That endeavour gained renewed urgency and impetus with the adoption of the first-ever [United Nations system-wide strategy on South-South and triangular cooperation for sustainable development, 2020–2024](#), in 2020.⁴ The new strategy provides a UN system-wide orientation to spur a coordinated, coherent UN approach to South-South and triangular cooperation policy, programming and partnership support and a boost to the impact of the support of the UN development system to South-South and triangular cooperation at the national, regional and global levels.

To this end, in the spirit of UN reform, the UN development system is called upon to integrate South-South and triangular cooperation into the common country analysis (CCA) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) and into operational activities for development more broadly. This includes planning, programming, implementing, monitoring and reporting at the global, regional and country levels *when and where there is a demand from national partners and South-South and triangular cooperation are considered suitable options for a given development challenge to accelerate development results and/or to*

¹ UN, Department of Economic and Social Affairs (DESA), "What is 'South-South cooperation' and why does it matter?", 20 March 2019.

² *Report of the United Nations Conference on Technical Cooperation among Developing Countries, Buenos Aires, 30 August–12 September 1978*, chap. I.

³ UN, *Report of the second High-level United Nations Conference on South-South Cooperation* (A.CONF.235/6), 2019.

⁴ United Nations system-wide strategy on South-South and triangular cooperation for sustainable development, 2020–2024, 2021. Available at <https://unsouthsouth.org/2021/11/19/united-nations-system-wide-strategy-on-south-south-and-triangular-cooperation-for-sustainable-development/>.

complement an existing programme. It is for this reason that these South-South and triangular cooperation guidelines have been compiled for the integration of South-South and triangular cooperation at the country and regional levels.

The guidelines are compiled for use at the country level and the regional level.

In these Guidelines, South-South and triangular cooperation are viewed not so much as crosscutting themes to mainstream throughout the common country programming process but rather as *means of implementation* that enable the UN development system to offer to a developing country suitable and complementary support to accelerate development results. As such, the integration of South-South and triangular cooperation is targeted and applicable, as needed, throughout UN operational activities for development, including during the CCA and UNSDCF processes.

What's New

Building on the broad recommendations, catalytic actions and performance indicators identified in the 2016 framework of operational guidelines on UN support to South-South and triangular cooperation (SSC/19/3)⁵ and consultations with UN entities and other partners, these Guidelines offer a step-by-step resource to use when integrating South-South and triangular cooperation into the CCA and UNSDCF processes. This includes improved analysis, capacity assessment, stakeholder engagement and programming tools.

The Guidelines are grounded in a bottom-up approach informed by good practices integrating South-South and triangular cooperation into common country programming and mandated by UN Member States as an important avenue for achieving the 2030 Agenda for Sustainable Development, along with other international development agreements, at the country level. They feature a new strategy, action plan, and monitoring and evaluation (M&E) framework.

A new strategy. The first-ever UN system-wide strategy on South-South and triangular cooperation for sustainable development, 2020–2024, approved by the Executive Committee of the Secretary-General in 2020, was developed through an inclusive inter-agency process. The strategy provides a coordinated, coherent, UN system-wide approach to South-South and triangular cooperation policy, programming and partnerships at the country, regional and global levels.

At the country level, implementation of the strategy aims to better position UN entities to coordinate and harmonize South-South and triangular cooperation policies, operations and programmes in support of nationally defined priorities. The strategy is also a tool for coordinating the South-South and triangular cooperation efforts of UN entities to help countries to respond to and recover from the coronavirus disease (COVID-19) pandemic and build forward better.

⁵ <https://drive.google.com/file/d/0B-buqyoVOjpSUC1PZ25xekFQaVk/view?resourcekey=0-hAE4KnInqtMM8UCBHJ8P2w>.

The creation of these Guidelines follows the approval of [the strategy](#). It responds to the specific call by Member States in [General Assembly resolutions 76/221](#) of 2021 and [77/185](#) of 2022 for the UN development system to continue to mainstream South-South and triangular cooperation into CCAs and UNSDCF at the country level.

A new action plan. The action plan for implementation of the UN system-wide strategy on South-South and triangular cooperation for sustainable development features an M&E framework that identifies, for each of the five outcomes of the strategy, a set of specific deliverables (outputs), recommended indicators and indicative activities for the country, regional and global levels.

The action plan, including the M&E framework, is meant to be aligned, as relevant, with existing planning, M&E and reporting mechanisms and processes that UN entities already use. At the country level, the action plan with its M&E framework may be aligned with the UNSDCF review process and complement existing UNSDCF monitoring and reporting mechanisms to avoid duplication of effort.

The newly developed recommended outputs, indicators and indicative activities to support South-South and triangular cooperation complement the existing indicators that the UNCT and each UN entity use to report on South-South and triangular cooperation. The UNCT and UN entities are encouraged to contextualize these new outputs, indicators and indicative activities in the UNSDCF results framework and in country-programme results frameworks.

In 2022, the action plan, including the M&E framework, was expanded to include detailed responsibilities for data collection and reporting, building on existing systems, and baseline data was collected.

The aim is to ensure that the UN development system and UN entities are able to monitor the implementation of the strategy, track progress and conduct meaningful assessments, including collecting and analysing relevant information, that will inform UN-system and UN-entity monitoring of and reporting on South-South and triangular cooperation.

SECTION 1. POLICY

6.2 Rationale and policy context

The creation of the handbook follows the approval of the first-ever UN system-wide strategy on South-South and triangular cooperation for sustainable development, called for by the Secretary-General in his 2017 [report to the General Assembly on the state of South-South cooperation](#)⁶ and approved by the Secretary-General's Executive Committee in 2020 as well as the [development of an action plan and the M&E framework to implement the Strategy](#). It responds to the specific call by Member States in [General Assembly resolution 76/221](#) of 2021 and [77/185](#) of 2022 for the UN development system to continue to mainstream South-South and triangular cooperation into CCAs and UNSDCF at the country level.

The critical role of the UN development system and UN entities in facilitating, catalysing and accelerating nationally designed and led South-South and triangular cooperation initiatives at the country level is reiterated in the 2009 [Nairobi outcome document](#)⁷ and the 2019 [BAPA+40 outcome document](#) and is reflected in the United Nations Office for South-South Cooperation (UNOSSC) [strategic framework, 2022–2025](#).⁸

The role of UNOSSC is to promote, coordinate, advocate for and support South-South and triangular cooperation at the global level and within the UN development system. At the country level, UNOSSC works through the Development Coordination Office (DCO) headquarters and regional offices to leverage the resident coordinator and UNCT roles to support national efforts to advocate for, manage, design and implement South-South and triangular cooperation policies and initiatives by identifying, sharing and transferring Southern-generated development solutions. Through its global and regional support architecture, and together with DCO, UNOSSC will support efforts by resident coordinators, UNCTs and resident coordinator offices (RCOs) to integrate South-South and triangular cooperation into UN operational activities for development, especially during the CCA and the UNSDCF programming processes.

The role of the UN development system in supporting South-South and triangular cooperation is also recognized in major **multilateral agreements**, including 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, and the Doha Programme of Action for the Least Developed Countries for the Decade 2022–2031. Each of these instruments points to the role and potential of South-South and triangular cooperation in accelerating the achievement of the goals of their specific thematic focuses within the framework of the 2030 Agenda and the Sustainable Development Goals (SDGs).

⁶ A/72/297.

⁷ A/RES/64/222, Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation, 21 December 2009.

⁸ Draft strategic framework of the United Nations Office for South-South Cooperation, 2022–2025 (DP/CF/SSC/7). Available at <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N21/357/90/PDF/N2135790.pdf?OpenElement>.

6.2 South-South and triangular cooperation definitions, principles, objectives and criteria

The primary objective of South-South and triangular cooperation is to help developing countries to achieve their nationally defined sustainable development aims, including the SDGs. It is reflected in the definitions and principles of South-South cooperation and triangular cooperation agreed on by Member States and set forth in the Nairobi outcome document and reiterated in the BAPA+40 outcome document and as articulated in the UN system-wide strategy. It is also reflected in the role of UN support to achieve those aims.

1.2.1 What are South-South cooperation and triangular cooperation?

The BAPA+40 outcome document sets out the basis, rationale, principles and key actors in South-South and triangular cooperation, while the [2016 framework of operational guidelines on UN support to South-South and triangular cooperation](#)⁹ provides *working definitions* that capture the broad understanding of South-South and triangular cooperation among Member States and stakeholders at all levels. These working definitions are also reflected in the new UN system-wide strategy on South-South and triangular cooperation for sustainable development.

- **South-South cooperation** is a form of partnership “whereby two or more developing countries pursue [through concerted efforts] their individual and/or shared national capacity-development objectives through exchanges of knowledge, skills, resources and technical know-how and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector” and other relevant actors, “for their individual and/or mutual benefit within and across regions”¹⁰ and taking into account the principles of South-South cooperation.¹¹

South-South cooperation in action

Examples of how this definition of South-South cooperation translates into reality can be found in [Good Practices in South-South and Triangular Cooperation for Sustainable Development, vols. 1–](#), and the [thematic and special editions](#) including on food security, small island developing States (SIDS), least developed countries (LDCs) and made-in-Africa solutions as well as **good practices regarding each SDG**. These compendiums showcase South-South cooperation in action at the country and regional levels across the world including through partnerships with the UN system.

⁹ Note by the Secretary-General on the framework of operational guidelines on United Nations support to South-South and triangular cooperation (SSC/19/3), 14 March 2016.

¹⁰ Ibid., para. 10.

¹¹ Other types of regional cooperation, such as East-East cooperation, follow the same principles as South-South cooperation and deal for the most part with the sharing of national capacity-development objectives among developing and developed countries through exchanges of knowledge, skills, resources and technical know-how and through regional and interregional collective actions and partnerships.

- **Triangular cooperation** involves Southern-driven partnerships between two or more developing countries supported by a developed country/countries or multilateral organization(s). It builds partnerships and trust and combines diverse resources and capacities, under the ownership of the requesting developing country/countries, to achieve the SDGs, including in the context of multilateral development cooperation initiatives. It adds value by leveraging and mobilizing technical and financial resources, sharing experiences, promoting new areas of cooperation, and combining affordable, context-based development solutions under flexible arrangements and agreed shared modalities.¹²

Triangular cooperation in action

Examples of how this definition of “triangular cooperation” translates into reality can also be found on South-South Galaxy and reports by other partners.

1.2.2 What are the principles of South-South cooperation?

The guiding normative and operational principles of South-South cooperation were set out in the Buenos Aires Plan of Action of 1978 and reiterated in the Nairobi outcome document. Because South-South cooperation is grounded foremost in the principles of national sovereignty and ownership, it is the prerogative of developing countries to initiate, organize and manage South-South cooperation activities as well as their financing and programming. Developed countries and UN development system organizations may play promotional and catalytic roles, as requested.

Table 1. Guiding principles of South-South cooperation	
Normative	Operational
<ul style="list-style-type: none"> ▪ Solidarity ▪ National ownership and leadership ▪ Mutual benefit ▪ Partnership among equals ▪ Non-conditionality ▪ Complementarity ▪ Respect for national sovereignty and non-interference in domestic affairs 	<ul style="list-style-type: none"> ▪ Mutual accountability and transparency ▪ Development effectiveness ▪ Coordination of evidence- and result-based initiatives ▪ Multi-stakeholder approach

1.2.3 What are the principles of triangular cooperation?

While there has not been a normative formulation of the principles of triangular cooperation, the 1995 publication, *New directions for technical cooperation among developing countries*,¹³ points

¹² Terms such as “Southern partners” or “global South” are used sparingly in these Guidelines since they do not capture the full breadth of South-South and triangular-cooperation partnerships and countries’ and regions’ self-determined typologies or levels of development.

¹³ United Nations, High-level Committee on the Review of Technical Cooperation Among Developing Countries, *New directions for technical cooperation among developing countries* (TCDC/9/3), 7 April 1995. Available at: <https://unsouthsouth.org/library/policy-documents/>.

to the main characteristics of triangular cooperation, according to which “donors utilize the services of developing countries with the requisite capacity to deliver technical cooperation input to another developing country on a cost-effective basis” and “donors agree to fund exchanges among developing countries”. More recently, the Global Partnership Initiative (GPI) on Effective Triangular Cooperation has put together [voluntary guidelines for effective triangular cooperation](#).¹⁴ “The voluntary guidelines represent a shared commitment to effectiveness”, with partners in triangular cooperation committing to: (a) country ownership and demand-driven cooperation; (b) shared commitment; (c) a focus on result-oriented approaches and solutions; (d) inclusive partnerships and multi-stakeholder dialogues; (e) transparency and mutual accountability; (f) innovation and co-creation; (g) joint learning and knowledge-sharing for sustainable development; (h) advancing gender equality and the empowerment of women and girls; and (i) leaving no one behind.¹⁵

¹⁴ GPI on Effective Triangular Cooperation, “Voluntary guidelines for effective triangular cooperation”, 2019. Available at https://www.effectivecooperation.org/system/files/2019-08/VOLUNTARY%20GUIDELINES%20FOR%20EFFECTIVE%20TRIANGULAR%20COOPERATION_1.pdf.

¹⁵ Ibid.

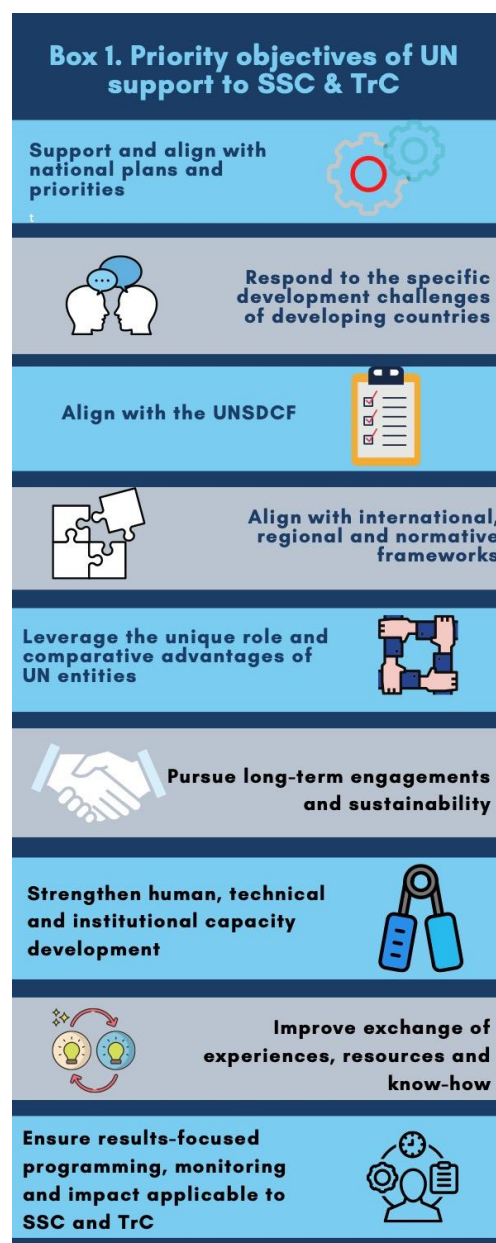
1.2.4 What are the comparative advantages of South-South cooperation and triangular cooperation?

Complementing the guiding principles, the recognized comparative advantages of South-South cooperation include low transaction costs; speed of service and project delivery; greater flexibility; use of national systems, capacities and demand-driven approaches; complementarity of capacities; and relevance of solutions shared among partners of the South facing common development challenges in similar contexts.

Triangular cooperation has been expanding in recent years beyond its traditional arrangement based on three development actors (at least two developing countries and at least one traditional provider). It is now assumed to include multi-stakeholder relationships among governments, international organizations, civil society and the private sector that provide comparative advantages by complementing North-South and South-South cooperation through. In triangular cooperation all partners transfer knowledge and expertise and encourage innovation and co-creation leading to shared collateral benefits.

1.2.5 What are the objectives of UN development system support for South-South and triangular cooperation?

The priority objective of UN development system support for South-South and triangular cooperation is to help countries, upon their request, to implement their nationally defined development goals and the SDGs as well as agreed regional and subregional agendas by leveraging Southern knowledge, expertise, best practices, financing and other forms of cooperation. UN support for South-South and triangular cooperation is guided by the key normative and operational guidance embodied in the quadrennial comprehensive policy review, the Nairobi and BAPA+40 outcome documents, other documents and resolutions adopted by Member States, and the guiding principles for UNSDCF programming and implementation.¹⁶



¹⁶ These guiding principles are found in: United Nations, Sustainable Development Group, United Nations Sustainable Development Cooperation Framework Guidance, 3 June 2019. Available at https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019_1.pdf; and United Nations, Sustainable Development Group, Consolidated Annexes to the Cooperation Framework Guidance, updated in May 2022. Available at <https://unsdg.un.org/resources/consolidated-annexes-cooperation-framework-guidance>.

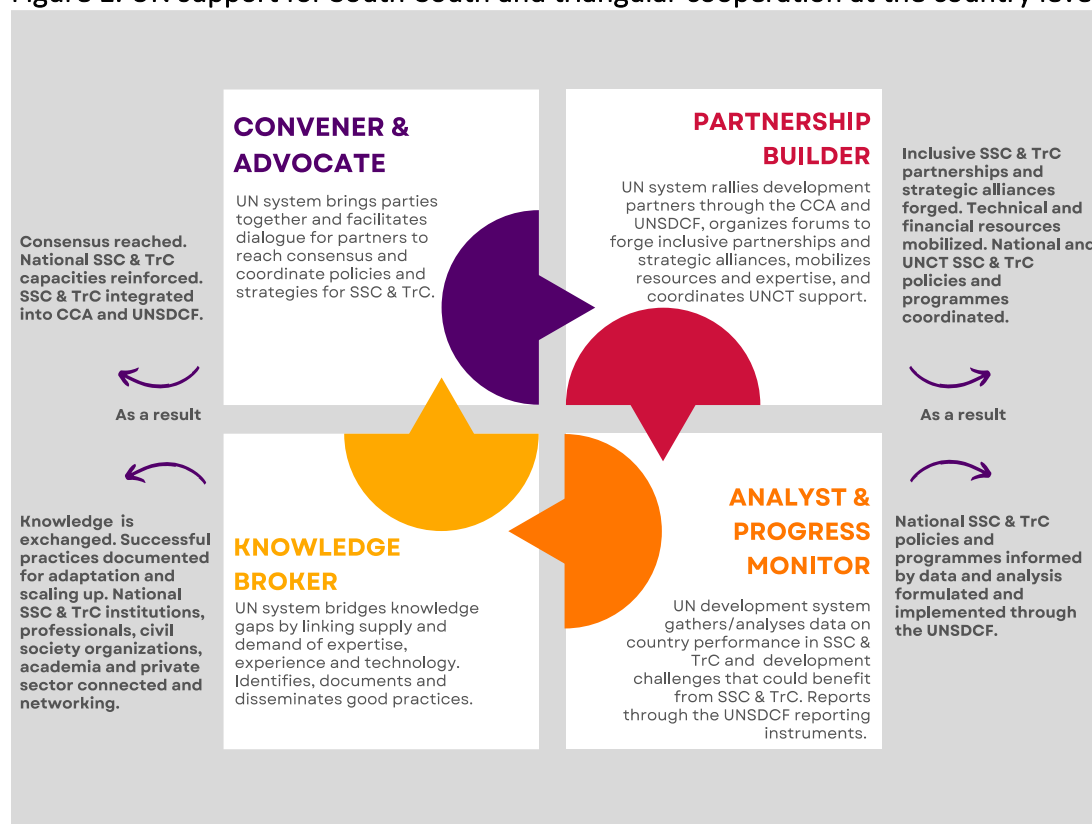
1.2.6 How does the UN development system help to achieve national objectives through South-South and triangular cooperation at the country level?

The UN development system helps to achieve national objectives at the country level by supporting the development leadership of Member States and harnessing the unique role and comparative advantages of South-South and triangular cooperation. South-South cooperation initiatives may arise outside of the normal programming cycles of UN entities; for example, they may result from the direct discourse between the leadership of countries or needs caused by shocks or simply new opportunities for collaboration. Member States have always maintained the need for South-South cooperation to be flexible to enable countries to benefit from opportunities that arise. Thus, at the country level, the role of the UN development system will be largely supportive and sometimes catalytic – leveraged to mobilize the knowledge, experience, technologies, and technical and financial resources, including from the private sector and other non-State actors, in accordance with the laws and regulations of programme countries – to implement South-South and triangular cooperation programmes and initiatives that meet the country's development needs.

In addition, at the regional level, the UN development system works with countries in the region to identify both their self-defined development needs as well as their development offers; in this way, a regional network for sharing incoming and outgoing South-South and triangular cooperation knowledge-sharing and technology transfer is nurtured. Central to this is identifying entry points for South-South and triangular cooperation in the common country programming process and implementation, all of which will benefit from improved UN development system coordination, coherence and contextualization, and recognition of the specific experience and expertise of UN entities based on their mandates and policy frameworks.

Using its convening power and status as a trusted partner, the UN development system acts as partnership builder, advocate for South-South and triangular cooperation, broker of knowledge and solutions, provider of guidance, analyst and monitor of progress.

Figure 1. UN support for South-South and triangular cooperation at the country level



1.2.7 How do you determine if South-South cooperation and or triangular cooperation is the more suitable modality for meeting a country's specific development challenge(s) and/or accelerating development results at the country level?

Assessing national capacity against nationally defined needs is the means to determine whether South-South cooperation or triangular cooperation is the more suitable option to address a national development challenge or accelerate development results. UNOSSC could support a capacity assessment for South-South and triangular cooperation if requested by the UNCT or national counterparts. The capacity assessment would be based on country-defined needs and respond to country-level circumstances. As part of the assessment of national capacities, the Government and UNCTs may consider undertaking a [national stocktaking exercise on trends and opportunities for South-South and triangular cooperation](#)¹⁷ with support from UNOSSC. This exercise would also help the Government and UNCTs to decide which modality would best meet a country's specific development challenge(s). Box 2, found in section 2, describes a UNOSSC model for stocktaking exercises.

1.2.8 Is there an in-built risk analysis tool in the CCA/ UNSDCF process that UNCTs can use when considering the use of South-South cooperation or triangular cooperation?

¹⁷ For additional information, see UN, UNOSSC, "National stocktaking exercise on trends and opportunities for South-South, East-East and triangular cooperation in the Arab States, Europe and the CIS [Commonwealth of Independent States]: Concept note, June 2021. Available at <https://www.arab-ecis.unsouthsouth.org/wp-content/uploads/2021/07/CONCEPTNOTENationalstocktakingexerciseUNOSSC.pdf>.

The CCA and UNSDCF processes set out in the 2019 “UNSDCF: Internal guidance¹⁸” provide ample risk-analysis exercises and tools. These can also be applied when considering South-South and triangular cooperation and other developmental issues.

Specifically, the UNSDCF internal guidance addresses potential risks as part of its analysis and discussion on: (a) how to implement the UNSDCF guiding principles through “results-focused programming”, “capacity development” and “coherent policy support” (p. 12); (b) “identify[ing] multidimensional risks that could impact the development trajectory of the country” (p. 14); (c) “integrat[ing] analysis of relevant regional, subregional and cross-border dynamics” (p. 15) as part of the CCA; and (d) anticipating emerging risks as part of the SDG analytical toolbox and the theory-of-change exercise.¹⁹ In turn, the UNSDCF M&E mechanism integrates an ongoing and an end-of cycle assessment of risks to track the changing operational environment and determine how to adapt programming as needed. The UNCT, in close cooperation with the Government, may use the already-existing risk-analysis tool within the UNSDCF guidance, together with the questions, checklists and milestones in these Guidelines, when considering suitable forms of South-South or triangular cooperation such as mobilizing knowledge, experience, technology, or technical and financial resources – to implement and pursue.

¹⁸ UN, Sustainable Development Group, United Nations Sustainable Development Cooperation Framework: Internal guidance, 3 June 2019. Available at https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019_1.pdf.

¹⁹ See section 2.1.3 of UN, Sustainable Development Group, United Nations Sustainable Development Cooperation Framework: Internal guidance, 3 June 2019. Available at https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019_1.pdf.

SECTION 2. PRACTICE

2.1 Overview

This section discusses how to integrate South-South and triangular cooperation into the common country programming process and throughout UN operational activities for development as set out in “UNSDCF: Internal guidance” of 2019²⁰ and its companion “Consolidated annexes”²¹ updated in May 2022, as well as the “Cooperation Framework companion package” of May 2020.²² It sets out the key considerations and practical steps for UNCTs to integrate South-South and triangular cooperation priorities of national government partners at each stage of the CCA and UNSDCF processes as well as throughout the implementation of all UN operational activities for development at the country level.

While this section focuses foremost on the common country programming process, clarifying how these guidelines complement the other UNSDCF companion pieces, it also embraces the full breadth of UN operational activities at the country level and considers the possibility of identifying and designing South-South and triangular cooperation activities at any point during the UNSDCF programming and implementation cycles.

While the UN development system advocates for the benefits of South-South and triangular cooperation, those modalities *are demand-driven and are to be pursued at the request of, and in consultation with, national authorities*. In the UNSDCF Results Group discussions, South-South and triangular cooperation are a means of implementation and enablers. Thus, the Results Groups could identify opportunities for joint South-South and triangular cooperation in support of the UNSDCF outcomes. These opportunities can be discussed with government and other stakeholders involved in South-South and triangular cooperation, throughout the year.

The UNSDCF is an important entry point for UN development system engagement in and support to the coordination of South-South and triangular cooperation at the country level. There is also room within national planning processes for UN entities to coordinate their South-South and triangular cooperation operational activities consistent with their mandates and national priorities.

Prioritizing key areas early will ensure greater development impact by allowing time for the creation of synergies through which UN entities, within their mandates, can build coalitions around a priority area, each entity with its specific experience, unique role and expertise.

This section identifies entry points in analysis, planning, policy and programming as well as practical options for the UN development system at the country level, when requested, to

²⁰ UN, Sustainable Development Group, United Nations Sustainable Development Cooperation Framework, Internal guidance, 3 June 2019. Available at https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019_1.pdf.

²¹ UN, Sustainable Development Group, Consolidated annexes to the Cooperation Framework guidance, updated in May 2022. Available at <https://unsdg.un.org/resources/consolidated-annexes-cooperation-framework-guidance>.

²² UN, Sustainable Development Group, “Cooperation Framework companion package”, May 2020. Available at <https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEA/Docs/Misc/UNSC2/21%20Cooperation%20Framework%20Companion%20Package%20%282020%29.pdf>.

integrate South-South and triangular cooperation into UN operational activities for development, especially the CCA and UNSDCF programming processes. It will focus on the CCA, stakeholder engagement and programming while also offering practical options for using South-South cooperation and triangular cooperation as modalities to optimize development solutions at any time during UNSDCF implementation.

2.2 Road map for the UNSDCF design process

The road map constitutes the advance planning stage and an opportunity to integrate South-South and triangular cooperation into the key milestones, timelines, support needs and roles in the UNSDCF design process in line with the 2019 UNSDCF internal guidance, its 2022 consolidated annexes and its 2020 companion package. There are three main entry points for integrating South-South cooperation and triangular cooperation into the road map:

- (a) positioning South-South cooperation and triangular cooperation in the review of **country analytic work**, including identifying if the country has in place a South-South and triangular cooperation framework;²³
- (b) identifying South-South and triangular cooperation stakeholders in the **mapping exercise**; and
- (c) identifying **UNCT comparative advantages and gaps** in integrating South-South and triangular cooperation into the national development planning process and the CCA and UNSDCF elaboration processes.

Checklist 1. Positioning South-South cooperation and triangular cooperation in the road map for the UNSDCF process		
UNSDCF features in the road map	UNSDCF elaboration actions	South-South and triangular cooperation actions to include in the road map
Stakeholder engagement	The road map is developed by UN entities present both in-country and elsewhere to ensure maximum UN development system participation. It also offers the opportunity to begin mapping stakeholders nationally and regionally.	<input type="checkbox"/> Flag the need to: Map and identify South-South and triangular cooperation stakeholders – building, if available, on a country’s existing South-South and triangular cooperation framework – including civil society organizations, women’s and youth organizations, donors, academia and the private sector, especially organizations and representatives of groups most left behind, as well as all relevant

²³ Some countries may have already developed a South-South and triangular framework, which should be considered as a basis for early discussions with the Government on integrating South-South and triangular cooperation into the CCA and UNSDCF processes.

		expertise in South-South and triangular cooperation within and outside the UN development system.
CCA	The CCA underpins the UNSDCF and is updated periodically at a frequency determined by the UNCT in light of the country context but at least once a year.	<input type="checkbox"/> Flag the need to: Include South-South and triangular cooperation perspectives in identifying the resources and analytical tools to map challenges, opportunities, national capacity gaps, national and regional stakeholders, and UN development-system comparative advantages, strengths and capacity gaps. Refer to Checklist 2, 3 and 4
UNSDCF and results framework formulation	The UNSDCF is formulated based on the stakeholder engagement, guiding principles, the CCA, and UNCT comparative advantages and gaps.	<input type="checkbox"/> Flag the need to: Position South-South and triangular cooperation modalities in the UNSDCF results areas and framework when identified as suitable options during the previous analysis and mapping steps. South-South and triangular cooperation could also be an enabler to achieve specific UNSDCF outcomes or outputs or could be included as partnerships for delivering on the UNSDCF results. Refer to Checklist 6 and 7 .
UN-entity country programmes	UN-entity country programmes are derived from the outcomes in the UNSDCF.	<input type="checkbox"/> Flag the need to: Determine, based on the comparative advantages of the UN entity/entities, where and how to contextualize South-South and triangular cooperation results from the UNSDCF in UN-entity work plans, as appropriate.
Joint workplans	Joint workplans are derived from the UNSDCF outcomes and outputs and reported on annually.	<input type="checkbox"/> Flag the need to: Based on the comparative advantages of the UN entities, include South-South and triangular cooperation-related outcomes and outputs from the UNSDCF in joint workplans of UN entities, as appropriate, and monitor

		and report on them through the annual review.
Resource mobilization and partnerships	The UNSDCF expands from funding per se (resource mobilization for UN programmes) to SDG financing (leveraging all available financial flows and instruments to support national priorities for achieving the SDGs).	<p>□ Flag the need to: Elaborate on opportunities for South-South and triangular cooperation partnerships and ensure inclusion of South-South cooperation and triangular cooperation financing mechanisms including Southern-led international financial institutions to leverage financial flows and instruments to support national priorities for achieving the SDGs. Refer to Checklist 5</p>
Joint National-UN Steering Committee	The UNSDCF is governed by the Joint National-UN Steering Committee, which may include other stakeholders as determined based on the national context.	<p>□ Flag the need to: Consider to include and engage South-South and triangular cooperation national actors, such as Ministry of Foreign Affairs or national development cooperation agencies, in the Joint National-UN Steering Committee.</p> <p>Consider including and engaging South-South and triangular cooperation actors in the UNSDCF multi-stakeholder advisory boards/committees.</p>
Monitoring, reporting and evaluation	The preparation of the M&E framework includes the formation of results groups.	<p>□ Learning from other countries on development solutions they have implemented to address similar challenges, could be included as part of the terms of reference of the Monitoring, Evaluation and Learning Group of the UNCT</p>

2.3 Common country analysis (CCA): Country analysis, capacity analysis and partnerships mapping

South-South and triangular cooperation may be discussed at the earliest stages of UN development system-Government engagement during national development planning, when the expectations of the UN development system at the country level are being articulated. From a UNSDCF perspective, this takes place when developing the road map and throughout the CCA process. This is the time to identify national priorities, i.e., opportunities where South-South cooperation or triangular cooperation could help accelerate development results.

Later, once the UNSDCF has been approved and adopted, these same analytical tools remain suitable and should be used at any time that South-South cooperation or triangular cooperation emerges as a suitable modality for tackling a development challenge during UNSDCF implementation – for example, when developing joint programmes.

As noted in the UNSDCF internal guidance, early discussions should consider development trends beyond national boundaries such as regional, subregional and cross-border strategies and partnerships both external and internal to the UN development system and good practices from other countries and regions in national priority areas. These supranational considerations also actively facilitate and foster South-South and triangular cooperation.

The UNOSSC-assisted national stocktaking exercise on trends and opportunities for South-South and triangular cooperation (discussed in section 2.3.2) is a suitable tool for this exercise and for each step of the process. This section looks at this unfolding process step by step and provides catalytic actions and entry points in the main areas of consideration of the CCA:

- (a) **The common country analysis** focuses on national development challenges and needs and how they may be addressed through South-South and triangular cooperation, based on analysis of existing South-South and triangular cooperation operational activities, potential new South-South and triangular cooperation opportunities, and the comparative advantages of the UNCT and agencies.
- (b) **Partnership and stakeholder mapping and engagement** prioritize inclusive dialogue with a wide range of actors to identify South-South and triangular cooperation development solutions to address the country's development challenges and capacity needs. This includes mapping South-South and triangular cooperation stakeholders for the UNSDCF at the country and regional levels as well as regional players.

2.3.1 Common country analysis

The CCA constitutes a unique moment in the UNSDCF process when the UNCT undertake an independent, collective, integrated, forward-looking, evidence-based joint assessment and analysis of the country situation. It is a key entry point and the ideal tool for exploring, in consultation with national partners, whether a development challenge can be met through South-South and/or triangular cooperation.

As highlighted in “UNSDCF: Internal guidance” (3 June 2019), the CCA is no longer a one-off event but rather a real-time, core analytical function that is **periodically updated**; as such, the CCA remains a valid tool for integrating South-South and triangular cooperation into UN operational activities for development *at any time during the UNSDCF life cycle* – even when UNSDCF implementation is under way.

Furthermore, CCA **exploration of cross-border and regional elements** offers a window through which to introduce South-South and triangular cooperation knowledge, resources and good practices from elsewhere in the region and globally into the UNSDCF process and UN operational activities more broadly.

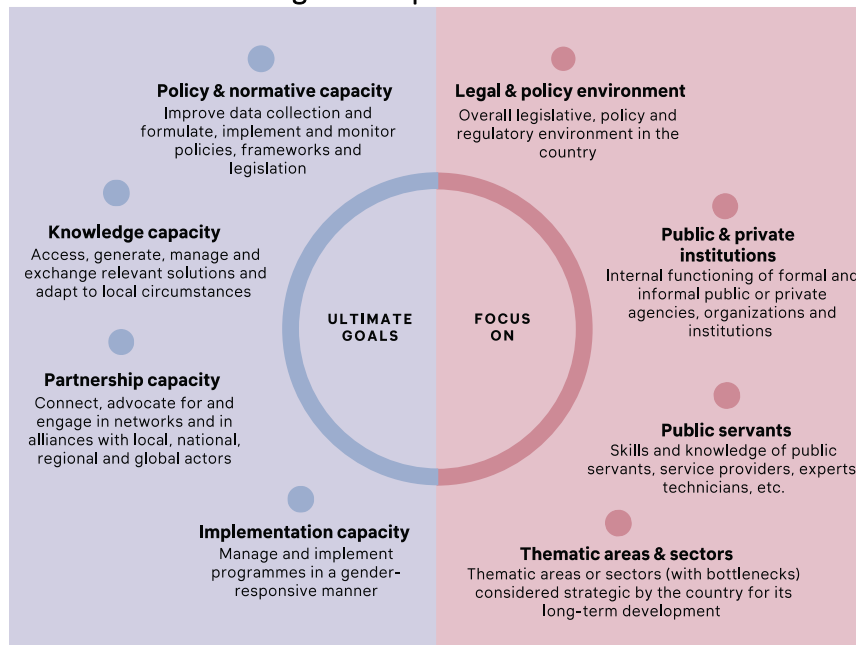
The CCA also offers a unique opportunity to **map key South-South and triangular cooperation stakeholders** relevant to UNSDCF implementation and UN operational activities.

In the CCA step, the aim is to analyze and identify gaps and opportunities in the development process which UN interventions and that of other development actors will address. At a later stage, the prioritization exercise, during the UNSDCF development stage, South-South and triangular cooperation can be intergrated. This step is key for integrating South-South cooperation and/or triangular cooperation into the UNSDCF because the decision to choose South-South cooperation and/or triangular cooperation as suitable to address a given development challenge or accelerate results is informed by analyses regarding each of these topics. Refer to [Checklist 3 and 4](#).

2.3.2 South-South and triangular cooperation capacity analysis

UN system support to developing national capacity for the achievement of national priorities and the SDGs is central to the Nairobi and BAPA+40 outcome documents and the stated main purpose of South-South and triangular cooperation. UN system support in this effort is demand-driven and anchored in country ownership, leadership, commitment and priorities. The ultimate goal of the UN capacity analysis, seen through the lens of South-South and triangular cooperation, is to identify gaps and enhance and sustain national capacity to achieve national priorities and the SDGs. Figure 2 shows the ultimate goals and the focus of UN South-South and triangular cooperation capacity analysis.

Figure 2. Assessment of national capacities with a view to engaging in South-South and triangular cooperation



Central to its goal to build national capacity, the capacity analysis helps to determine if a development challenge can be met through South-South cooperation and/or triangular cooperation by identifying:

- (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.**

The South-South and triangular cooperation capacity analysis complements these CCA tools and resources and is informed by the data and evidence that emerge from the national development planning and UNSDCF processes. Refer to [Checklist 4](#) for Guiding questions.

Box 2. National stocktaking exercise on trends and opportunities for South-South and triangular cooperation

The national stocktaking exercise equips national partners and UN entities to leverage South-South and triangular cooperation for greater impact, especially in building back better from COVID-19 and fulfilling the 2030 Agenda. Requests are initiated through the Government and resident coordinators and have successfully enabled countries to identify practical policy, programme and partnership opportunities to promote South-South cooperation and raise awareness of South-South cooperation and triangular cooperation as effective development tools.

The national stocktaking exercise aims to:

- **Take stock** of the cooperation stage in the country, including at the regional level, while documenting successful policies and practical solutions across various areas and sectors that can be easily adopted and replicated in other similar country contexts.
- **Identify** the main challenges and opportunities in establishing/strengthening/consolidating South-South and triangular cooperation; and
- **Develop** a set of practical recommendations for national stakeholders and UN country teams.

2.3.3 South-South and triangular cooperation partnerships

Engaging partners and stakeholders is a key element of UN development system support to South-South and triangular cooperation at the country level. The CCA offers a unique opportunity to map key partners and stakeholders relevant to the implementing of the UNSDCF and national sustainable development goals. These may include national and regional institutions, technical cooperation agencies, centres of excellence and academic institutions, youth groups and volunteer organizations, the private sector, development banks and export-import banks. The guiding questions in [Checklist 5](#) help to identify the South-South and triangular cooperation actors in the country.

2.4 Programming: United Nations Sustainable Development Cooperation Framework (UNSDCF) and strategic planning

2.4.1 Determining solutions relating to South-South and triangular cooperation for the UNSDCF results framework

The CCA may provide the data and information to identify the development challenges for which South-South cooperation or triangular cooperation can be deemed the more suitable option or an accelerator of development results.

Specifically, based on national priorities and interests expressed by Government, the UNCT compares the results of the national **capacity-gap analysis with the comparative advantages of UN entities** to determine the specific South-South and triangular cooperation solutions that could be shared with the country and included in the UNSDCF results framework. Those results include data and information fed into the UNSDCF from three sources: the CCA; national and subregional development planning, budgeting and financing; and root causes of exclusion.

The next step is to **adopt and integrate** South-South and triangular cooperation priorities identified by the Government and its partners into **(a) the theory of change for the UNSDCF could reflect South-South and triangular cooperation as enablers, (b) the UNSDCF results framework** using as a basis the country-level results areas, outcomes, outputs and proposed deliverables identified in the UN system-wide strategy on South-South, and triangular cooperation, and **(c) into UNSDCF programming and operational tools and implementation instruments**, such as UNSDCF results groups, joint workplans, joint annual reviews and monitoring frameworks, etc. Refer to [Checklist 6](#)

In turn, individual **UN entities at the country level could include a focus on** South-South cooperation and triangular cooperation as *means of implementation* that enable the UN development system to offer to a developing country suitable and complementary support

to accelerate development results. Individual UN entities could also **contextualize and integrate** the proposed South-South and triangular cooperation outcome areas and key deliverables into their respective country programmes and workplans, which will use and build on the country-level outcomes, outputs and proposed activities identified in the UN system-wide strategy and the 2016 framework of operational guidelines on UN support to South-South and triangular cooperation (SSC/19/3). Refer to [Checklist 7](#).

2.4.2 Catalytic actions and criteria

Aligning with the South-South and triangular cooperation principles outlined in section 1.2, the UNCT may consider the specific South-South and triangular cooperation solutions in light of the catalytic actions and criteria in [Checklist 8](#).

2.5 United Nations country team (UNCT) configuration

The UNCT configuration exercise, a central component of the UNSDCF internal guidance, is designed to ensure that the UNCT is fit for purpose. The configuration exercise, as noted in the UNSDCF internal guidance, enables an examination of the capacities available and needed (programmatic and operational) and potential synergies to deliver on the UNSDCF. The configuration exercise, therefore, can also serve to examine UNCT capacities in South-South and triangular cooperation and determine where gaps need to be filled based on the common country analysis of South-South and triangular cooperation needs.

The internal assessment and mapping of capacities consider individual entities' mandates, comparative advantages and added value relative to UNSDCF priority areas, with a focus on identifying gaps, synergies and overlaps. In parallel with the CCA phase of the UNSDCF, the internal exercise offers an ideal moment to ensure that the UNCT has the capacities necessary to support the implementation of a South-South cooperation and/or triangular cooperation modality. Steps in this process and the suggested actions to assess the collective UNCT South-South and triangular cooperation capacities are available in [Checklist 9](#). Guiding questions to assess the UNCT configuration for capacities needed for South-South and triangular cooperation are available in [Checklist 10](#).

SECTION 3. INTEGRATING SOUTH-SOUTH AND TRIANGULAR COOPERATION AT THE REGIONAL LEVEL

This section of the Guidelines focuses on the operationalization of the South-South and triangular cooperation strategy at the regional level. Its primary audience is staff of the regional Development Coordination Offices (DCOs), regional commissions, members of the regional collaborative platforms (RCPs), and staff of the regional offices of specialized agencies, funds and programmes, and other regional UN entities.

3.1 Regional context

According to the Management and Accountability Framework of the UN Development and Resident Coordinator System²⁴, “At the regional level the UN development system is comprised of two main actors - regional offices of UN entities and Regional Economic Commissions. As set out in ECOSOC Resolution 2020/23 on progress in the implementation of the QCPR, the inter-agency work is mainly organized through Regional Collaborative Platforms (RCPs), the main internal UN-wide collaboration platform for sustainable development at the regional level. Taken together, the UN development system at the regional level is collectively responsible for providing integrated and coordinated support to countries for the achievement of the 2030 Agenda within their region through regional and cross-border analysis and initiatives aligned with national development needs and priorities, and for translating, adapting and contextualizing global policy. The regional UN development system is collectively accountable to support UN country teams and Resident Coordinators to achieve the results set out in their Cooperation Framework as the most important instrument for the planning and implementation of UN development activities in each country.”

The present Guidelines focus on the key processes where regional UN entities may play a critical role in:²⁵

- (a) facilitating, catalysing and accelerating nationally designed or regional South-South and triangular cooperation initiatives through the work of the regional collaborative platforms;
- (b) supporting regional, subregional or interregional mechanisms as well as policy advocacy and development initiatives that have a South-South and triangular cooperation dimension;
- (c) facilitating the identification, documentation and exchange of knowledge and experiences of successful development solutions from the South using South-South and triangular cooperation tools and platforms, including digital platforms, for country-to-country or region-to-region learning and cooperation; and
- (d) facilitating the establishment of multi-stakeholder partnerships to mobilize resources to finance regional South-South and triangular cooperation initiatives.

With the purpose of capacitating UN entities at the regional level to respond to member-country demands to address specific development challenges in the region through South-South and triangular cooperation, the guidelines will also provide examples of South-South and triangular

²⁴ <https://unsdg.un.org/sites/default/files/2021-09/MAF%20-%20Final%20-%2015%20September%202021.pdf>

²⁵ UN, [United Nations system-wide strategy on South-South and triangular cooperation for sustainable development, 2020–2024](#).

cooperation support structures that can be established within the regional UN entities, how South-South and triangular cooperation can be integrated as specific implementation modalities, and how regional UN entities are facilitating South-South and triangular cooperation.

Pertaining to UNOSSC, the work of its former regional offices is now being coordinated by a Headquarters unit, which will continue to support regional cooperation initiatives, based on demand from Member States or regional mechanisms and the efforts by resident coordinators, UN country teams (UNCTs), the Development Coordination Office (DCO) and all other regional UN entities to integrate South-South and triangular cooperation into all UN operational activities for development. The closure of the UNOSSC regional offices means that UNOSSC will increasingly need to collaborate and work with DCO and the regional commissions to leverage their regional presence and strengths for effective support to Member States and regional organizations on South-South and triangular cooperation.

3.2. South-South and triangular cooperation at the regional level

While previous sections of these guidelines presents general definitions and guiding principles of South-South and triangular cooperation, the following paragraphs focus on how these definitions and principles apply to the work of regional UN entities.

According to the 2016 Framework of operational guidelines on UN support to South-South and triangular cooperation *“United Nations support for South-South and triangular cooperation at the regional level is beneficial when targeted at initiatives to better foster capacity development through intraregional sharing of knowledge, expertise and technology; the adoption of joint negotiation positions; and the pooling of financial and other resources. Such support should be integrated into existing efforts towards regional integration through related regional frameworks, cooperation programmes, treaties and agree”ents...”*²⁶

In order to distinguish between what may be recorded and reported on as South-South and triangular cooperation initiatives and the more regular work of UN regional entities, it may be useful to come back to the very rationale, principles and primary objectives of South-South and triangular cooperation. Thus, one of the chief principles of South-South cooperation is that it should be conceived as **a manifestation of solidarity among peoples and countries of the South**, borne out of shared experiences and sympathies, for the purpose of contributing to their national well-being, their national and collective self-reliance, and the attainment of development goals, including the 2030 Agenda. Another distinctive feature of South-South cooperation is that its **agenda must be driven by the countries of the South**.

3.3 South-South and triangular cooperation programming at the regional level

²⁶ See UN, High-level Committee on South-South Cooperation, [SSC/19/3](#), May 2016.

3.3.1 Regional collaborative platforms (RCPs)

What's new?

The RCP is a new mechanism established in the five regions²⁷ that replaced the former Regional undg and the Regional Coordination Mechanism. The RCP is a platform for collaboration intended to enable consistent joint planning and collaboration by the entire UN development system (UNDS) present at the regional level, aiming at the effective deployment of resources and capacities in support of country action in pursuit of the 2030 Agenda.

The RCPs work to identify and build regional strategic partnerships around the collective support of the UN to the 2030 Agenda that address country needs and priorities as well as transboundary challenges. They are expected to be

key regional mechanisms for effective, coherent and systematic integration of South-South and triangular cooperation, providing a mechanism for adapting the UN system-wide South-South and triangular cooperation strategy and action plan to the regional specificity and context for achieving greater policy coherence and collaboration.²⁸

Within the RCP architecture, **regional issue-based coalitions (IBCs) are one of the main vehicles of the substantive work** that RCPs can offer to country teams, rallying UN system-wide expertise in an agile manner in response to changing regional and country needs. Because they respond to specific needs and priorities of countries in each region, their thematic interests vary according to the policy priorities in each region but South-South and triangular cooperation can be useful implementation modalities to support the work of all of them²⁹.

Box 3. Linking regional expertise to UNCT needs

According to the Report of the Chair of the UNSDG on the Development Coordination Office (April 2022), two-thirds of UNCTs in the Asia and the Pacific region benefited from support from the RCP IBCs in 2021. In Latin America and the Caribbean, the IBC on human mobility has supported UNCTs on cross-border responses to movements of migrants and refugees.

Table 2. List of issue-based coalitions, by region (as of November 2023)

Africa: Strengthened Integrated Data and Statistical Systems for Sustainable Development; Ensuring effective and efficient macroeconomic management and accelerated inclusive, economic transformation and diversification; Education, Innovation, Digitalization, and Youth; Fostering Climate Action, Resilience and Food Systems; Towards Peace, Security, Respect of Human	Europe and Central Asia: Youth and Adolescents, Sustainable Food Systems; Health and Well-Being; Gender Equality; Environment and Climate Change; Social Protection; Large Movements of Populations, Displacement and Resilience
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²⁷ RCP for Africa; RCP for the Arab States; RCP for Europe and Central Asia; RCP for Asia and the Pacific; and RCP for Latin America and the Caribbean.

²⁸ UNOSSC, Regional Rollout Webinar for UN Entities in Europe and Central Asia on the UN System-wide Strategy on South-South and Triangular Cooperation for Sustainable Development and Its Action Plan: Summary report, January 2022.

²⁹ UN, Secretary-General, [Report of the Secretary General on the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system \(A/77/69–E/2022/47\)](#), July 2022.

Rights, and Forced Displacement; Sub-regional initiatives and strategies (cross-cutting)	
Arab States Climate, Food security and Environment; Gender Justice and Equality; Humanitarian-Development-Peace; Economic Management; Inclusive Social Services; Migration; Social Protection; Youth Employment and Empowerment	Latin America and the Caribbean: Climate change and Resilience; Equitable Growth and Financing for Development; Governance for Peace, Justice and Strong Institutions; Human Mobility
Asia and the Pacific: Raising ambitions on climate action and air pollution; Building resilience; Promoting Human Rights, Gender Equality and Women's Empowerment; Inclusive economic growth and COVID-19 recovery	

Regional Peer Support Groups (PSGs) The Regional DCO chairs the Regional Peer Support Group for the region with a dotted reporting line directly to the RCP chair. PSGs are responsible for **quality assurance of the UNSCDF design roadmap, common country analysis (CCA) and the UNSDCF** document and for supporting the UNCTs to ensure regional and transboundary issues are integrated into the CCA and the UNSDCF. These groups can play an important role in promoting South-South and triangular cooperation initiatives at the country and regional levels. Refer to [Checklist 11](#) for suggested quality assurance questions on integrating South-South and triangular cooperation into CCAs and UNSDCFs.

How can South-South and triangular cooperation support the work of RCPs?

Of the functions assigned to RCPs (fig. 3), some can be efficiently supported through South-South and triangular cooperation. Five such functions are examined in further detail in the following paragraphs.

Figure 3. Regional collaborative platforms: **Key functions**³⁰



Key areas where South-South and triangular cooperation can add value to the work of RCP members include the following:

- **Capacity development:** Facilitating mutual learning and horizontal exchanges of knowledge and experience between national institutions and institutions from other countries or regional institutions are effective capacity development tools.
- **Policy dialogue:** Facilitating regional South-South and triangular cooperation initiatives to promote coherent regional policy dialogues and respond to challenges related to SDG achievement or to regional integration issues is integral to UN System work at the regional level.
- **Knowledge-sharing:** The facilitation of knowledge-sharing initiatives at the regional, subregional and/or interregional level that identify development approaches and exchange good practices from the global South, including through intergovernmental regional-entity mechanisms, is an efficient way to build the capacity of regional public institutions, academic

³⁰ UN, Sustainable Development Group, [Management and accountability framework..., Consolidated version](#), 15 September 2021.

institutions, think tanks, knowledge networks, centres of excellence and resource centres of the South.

What are the relevant RCP processes for South-South and triangular cooperation integration?

RCP/PSG/IBC support to UNCTs. At the national level, the UNCTs are expected to actively facilitate South-South and triangular cooperation, as requested by Government partners, complementing official development assistance.³¹ As stated earlier, the UNSDCF planning process and the preparation of the CCAs are crucial steps during which discussions on South-South cooperation and/or triangular cooperation, as a suitable option(s), consistent with nationally defined strategic priorities, can be discussed and agreed upon). In the whole process leading to the finalization of the CCAs and UNSDCF, the UNCTs may seek support or technical expertise from the regional DCOs, from the regional offices of UN entities or from the RCPs (see box 3).

One of the quality criteria used by **Peer Support Groups (PSGs)** to review CCAs is cross-border and regional dimensions, that is, does the CCA examine the status and trends of cross-border and regional challenges and opportunities and their implications and potential for SDG achievement.

The RCP programming process. Each year, RCPs and their IBCs prepare **common workplans** informed by the priorities of Member States in the region and the demands from UNCTs, as reflected in the UNSDCF.

These **RCP workplans** represents a **key entry point for integrating** South-South and triangular cooperation at the regional level.

Box. 4 Example of ECE participation in the UNSDCF

The Economic Commission for Europe (ECE) is a signatory to 17 UNSDCF in its region, providing technical cooperation support in the implementation of ECE norms, legal instruments and standards to the UN programme countries at the national level and ensuring linkages in the work of the ECE with other UN entities. In 2019–2020, the ECE was actively engaged in the deployment of 11 new UNSDCF through the provision of expertise during CCA preparation, participation in strategic prioritization retreats and providing quality assurance through the inter-agency Peer Support Group (PSG).

The identification of South-South and triangular cooperation opportunities may start with a discussion among RCP members on **how South-South and triangular cooperation could be suitable options** to respond to the requests for policy and capacity-building support by Member States in the region or to contribute to regional SDG targets. Next, the **review of existing or new CCAs and UNSDCF** may help to identify specific requests for support through South-South and triangular cooperation initiatives from UNCTs or may be the foundation for mapping the specific capacity gaps that have been identified at the country level and that can be addressed through South-South and triangular cooperation. CCAs would also be a source for identifying capacity assets available in other countries in the region or across other regions.

Further, the **mapping of successful Southern solutions**, good practices, experiences, knowledge, expertise and technologies that are the most promising for South-South and/or triangular cooperation and country-to-country learning can also help with the identification of relevant responses to country needs through South-South and/or triangular cooperation. In regions with low

³¹ UN, Sustainable Development Group, [United Nations Sustainable Development Cooperation Framework: Internal guidance](#), 3 June 2019, p. 8.

general awareness of, and collaboration on, South-South and triangular cooperation, the RCP can also play a useful role in helping to **organize regional advocacy, outreach and communication events**.

Finally, and considering that a growing number of MICs **are developing their capacities and willingness** to contribute to the attainment of the SDGs as providers of expertise or capacity-building support, it is expected that regional UN entities will increasingly be called upon to play a catalytic role in the efforts of these countries **to share their knowledge, technical expertise and successful Southern solutions** in their region and/or beyond. Such support should also be reflected in the RCP workplans.

Beyond the RCP workplan, **subregional multi-country frameworks** can help to increase the relevance and efficiency of the support provided by regional UN entities and present additional opportunities to identify relevant South-South and triangular cooperation initiatives. Such frameworks offer a coherent framework for UN support to the coordination of knowledge and experience sharing, facing similar risks, challenges and opportunities with countries in other regions. A good example is the UN

Box 5. UN multi-country Sustainable Development Cooperation Framework

In Latin America and the Caribbean, the UN multi-country Sustainable Development Cooperation Framework (UNSDCF) for English and Dutch-speaking countries (2022–2026) was conceived for the following purposes, including:

- leveraging regional synergies while remaining relevant at the national level;
- adopting collective approaches to common challenges such as climate change and COVID-19; and
- deepening regional and triangular cooperation and improving the effectiveness of UN technical cooperation.

The new framework builds on lessons learned from the first UN multi-country SDCF for English- and Dutch-speaking countries (2017–2021). The rationale for a single UN multi-country SDCF originated from the realization that there were overlaps in the areas of work of a number of (then) UNDAFs.

The development of the first framework started in 2015 with an initial consultation of concerned national governments and UN agencies, followed by a multi-country assessment and a series of separate national consultations. That preparatory work culminated in the strategic prioritization workshop with governments, regional organizations and civil society that resulted in the identification of four priority areas. Countries' initial concern that their national needs could be lost in a regional approach were addressed through the preparation of individual country implementation plans that translated the regional strategic plan into actions on the ground.

multi-country SDCF for English- and Dutch-speaking countries (box 5).³²

RCP monitoring and reporting. In response to the Secretary-General's call for annual reporting on system-wide results at the regional level, the annual ***Regional Results Report of the UN System*** is intended to provide an overview of regional challenges and regional responses of the UN system in support of the implementation of the 2030 Agenda. The annual *Regional Results Reports of the UN System* are presented to the annual **Regional Forums on Sustainable Development** for member countries' review of regional results and further guidance on priority areas for joint assistance in the

³² UN, Sustainable Development Group, «18 Countries, 18 UN agencies and one goal: Sustainable development in the Caribbean», UN in Action, Action 2030 Blog. Available at <https://unsdg.un.org/latest/blog/18-countries-18-un-agencies-and-one-goal-sustainable-development-caribbean>.

implementation of the 2030 Agenda. These reports also inform reports submitted to the Economic and Social Council at the global level.

To date, reporting on South-South and triangular cooperation initiatives has not been a strong feature of the first *Regional Results Reports of the UN System* published in 2021. While specific regional UN entities may continue to have their own South-South cooperation publications, it is expected that future Regional Results Reports of the UN System will include examples on South-South and triangular cooperation initiatives **jointly facilitated by the UN system at the regional level** in line with the provisions of the United Nations system-wide strategy on South-South and triangular cooperation for sustainable development endorsed by the Secretary-General's Executive Committee. Indicators to help to measure progress in implementing the UN system-wide strategy on South-South and triangular cooperation have also been included in the annual QCPR surveys and a UNOSSC-managed survey (see section 4 on monitoring and reporting).

What are the key steps to integrate South-South and triangular cooperation into relevant RCP processes?

[Checklist 12](#) summarizes how South-South and triangular cooperation may be integrated into the key RCP-managed processes described earlier.

3.3.2. Regional Commissions

What's new?

Founded through individual General Assembly and Economic and Social Council (ECOSOC) mandates, the five regional commissions³³ aim to foster economic integration at the subregional and regional levels, to promote the regional implementation of the 2030 Agenda and other internationally agreed sustainable development goals, and to support regional sustainable development by bridging economic, social and environmental gaps among member countries and subregions.³⁴ To achieve these objectives, the regional commissions **promote multilateral dialogue, knowledge-sharing and networking at the regional level**; work to promote intraregional and interregional cooperation; and provide a multilateral platform for governments.

Within the new UN regional architecture, the Executive Secretary of the Regional Commission now also serves as co-Vice-Chair, together with the UNDP Regional Director, of the respective regional collaborative platform.³⁵ This means that, together with DCOs and the regional offices of UN entities, **regional commissions play a significant role in the preparation and roll-out of the RCP workplans.**

What are the relevant processes for the integration of South-South and triangular cooperation?

Among the many processes managed by the regional commissions, a few already include strong South-South and triangular cooperation features by virtue of their nature (e.g., when they involve capacity-building through technical assistance among countries of the South), while others may offer the potential for further strong South-South and triangular cooperation mainstreaming. These processes are briefly described below.

Regional Forums on Sustainable Development. The regional commissions convene annually regional forums on sustainable development in close cooperation with the regional UN system, including in consultation with RCPs. The regional forums on sustainable development are focused on practical value addition and peer learning and represent **key regional platforms for policy debate and exchange of good practices on SDG implementation.** As intergovernmental mechanisms, they provide a space for Member States in each region to discuss policy actions, practical solutions and challenges. By means of these forums, the regional commissions facilitate Member States consensus on regional roadmaps for implementation of the SDGs, peer review mechanisms, the setting of norms, and examination of opportunities to strengthen national institutional frameworks for coordinated implementation of the SDGs.³⁶ The forum adopts inter-governmentally negotiated political declarations, and the summary of its Chair provides the official input of the region for the high-level political forum (HLPF) held annually under the auspices of ECOSOC for the follow-up and review of the 2030 Agenda at the global level.

³³ UN Economic Commission for Africa; UN Economic and Social Commission for Asia and the Pacific; UN Economic Commission for Europe; UN Economic Commission for Latin America and the Caribbean; and UN Economic and Social Commission for Western Asia.

³⁴ UN, Sustainable Development Group, [Management and Accountability Framework...](#), Consolidated version, 2021, p. 21.

³⁵ Ibid, p. 22.

³⁶ UN, ECE, [“Regional Forum on Sustainable Development for the ECE Region”](#).

By and large and given the strong orientation towards the exchange of knowledge on successful solutions from the South, these regional forums may qualify as South-South and triangular cooperation. However, focusing on the theme of South-South and triangular cooperation in the roundtable on SDG 17 and other SDGs as well as organizing specific **side events on South-South and triangular cooperation alongside the regional forums on sustainable development** can be an effective way to: (a) raise awareness of South-South and triangular cooperation and promote them as useful development instruments; (b) map and match the demands and supply for capacity development services and technical support among regional participants; (c) initiate the establishment of new South-South and triangular cooperation partnerships between side-event participants; and (d) ensure that South-South and triangular cooperation are mainstreamed across all the other SDGs.

Subsidiary bodies. To date, two regions have established subsidiary bodies dedicated to the facilitation or promotion of South-South cooperation. Thus, among the nine subsidiary bodies of the Economic Commission for Latin America and the Caribbean (ECLAC) tasked to “examine various public policy issues in the region, facilitate cooperation and peer learning based on the sharing of experiences [and] adopt regional stances in their respective areas of competence...the **Regional Conference [on South-South Cooperation in Latin America and the Caribbean]** was established by resolution 752(PLEN.36) adopted by the member States of ECLAC at the thirty-sixth session of its Committee of the Whole in December 2021.”³⁷ To provide for faster, more effective and efficient regional responses, in consonance with the major changes being faced by the world and the region, this subsidiary body replaces the former Committee on South-South Cooperation established in 2004. The Regional Conference will hold regular meetings every two years at the headquarters of ECLAC in Santiago in years alternating with the sessions of the Commission.

Box 6. Regional Conference on South-South Cooperation in Latin America and the Caribbean aims to:

- (a) “strengthen national South-South cooperation mechanisms and possible linkages with North-South and multilateral cooperation”;
- (b) “further South-South and triangular cooperation among regional and extra-regional stakeholders, including donor countries and international organizations, to facilitate technology and knowledge transfer and joint activities in the field of cooperation”; and
- (c) “examine the experiences of South-South and triangular cooperation in the countries of Latin America and the Caribbean...in conjunction with the relevant subsidiary bodies”.

UN, ECLAC, “Regional Conference on South-South Cooperation in Latin America and the Caribbean”. Available at <https://www.cepal.org/en/about-eclac/subsidiary-bodies>.

A different arrangement was established in the Asia-Pacific region. In June 2018, the *Regional Consultation on South-South Cooperation in Asia and the Pacific*, convened by the Economic and Social Commission for Asia and the Pacific (ESCAP), UNOSSC and the Government of Thailand, established the **Asia-Pacific Directors General Forum for South-South and Triangular Cooperation (“DG Forum”)**. This Forum plays an important role in shaping the region’s perspectives and promoting innovative partnerships and approaches to make South-South cooperation more

³⁷ <https://www.cepal.org/en/about-eclac/subsidiary-bodies>.

effective and demand-driven (see box 7). The fourth meeting of the Asia-Pacific DG Forum was held in Bangkok in September 2022 in conjunction with the eleventh Global South-South Development Expo³⁸ and the 2022 United Nations Day for South-South Cooperation. Hosted jointly by ESCAP and UNOSSC, these events have provided an opportunity for member States to discuss more concrete measures in the region for leveraging and enhancing the role of South-South cooperation **as a key modality for sustainable recovery from the pandemic and for accelerating the implementation of the 2030 Agenda for Sustainable Development.**

Box 7. Asia-Pacific Directors General Forum on South-South and Triangular Cooperation (DG Forum)

Since 2018, the Economic and Social Commission for Asia and the Pacific (ESCAP), working with the UNOSSC Regional Office for Asia and the Pacific, has been providing a regional platform to facilitate South-South and triangular cooperation among its 62 member States and associate members and address development challenges and opportunities. Leading up to the second High-level United Nations Conference on South-South Cooperation (BAPA+40), ESCAP jointly established the DG Forum with the Government of Thailand and UNOSSC in June 2018. Every year since then, the regional DG Forum brings together the heads of development cooperation and South-South cooperation agencies and units of ESCAP member States to share experiences and good practices and provide a venue for facilitating collaboration on issues related to South-South and triangular cooperation.

The third Asia-Pacific DG Forum, held virtually in November 2020, brought together Directors General and other stakeholders from 23 countries in Asia and the Pacific to share experiences concerning their responses to and recovery from the COVID-19 pandemic and exchange information on national and regional actions to build back better.

At the fourth Asia-Pacific DG Forum, held in 2022, the South-South Cooperation Connector was launched and demonstrated. This tool developed by ESCAP serves as a one-stop shop that addresses the need for a regional platform that can document good practices, bridge the demand-and-supply gaps of technical cooperation, and promote networking and collaboration through communities of practice. In addition, the Forum endorsed the formation of three working groups to: (a) support the needs of new cooperation providers; (b) streamline matching of needs and resources; and (c) further strengthen the Asia-Pacific DG Forum and guide it substantively.

Historically, the South-South and triangular cooperation activities of ESCAP helped to shape its technical assistance programmes, informed its research and analysis, and underpinned its intergovernmental and consensus-building work.

³⁸ <https://unescap.org/events/2022/roundtable-network-south-south-cooperation-asia-pacific>.

Support to subregional mechanisms and neighbourhood initiatives. Effective regional integration being an important milestone for greater insertion into global trade, removing obstacles to cross-border trade is one of the key objectives of the regional commissions as they support their Member States' deeper integration efforts. Through South-South and triangular cooperation and policy-level support, regional commissions have a good track record related to **free-trade agreements and other trade facilitation initiatives.** Best practices include exchange of information among customs authorities, coordinated actions to establish regional

Box 8. Supporting countries' regional integration efforts

The Economic Commission for Africa (ECA) has played an instrumental role in accelerating the ratification of the Agreement Establishing the African Continental Free Trade Area, reaching 34 countries and paving the way for the start of its operational implementation on 1 January 2021. The Gambia, Mauritania, Senegal and Sierra Leone have benefited from ECA support in this regard. In East Africa, four new strategies – for Burundi, the Comoros, the Democratic Republic of the Congo and Rwanda – and a regional strategy for the East African Community were developed, and efforts will be pursued towards supporting the second phase of the negotiations on the African Continental Free Trade Area.

single windows or one-stop border posts, and the facilitation of regional transit and transport facilitation programmes. For example, the Economic and Social Commission for Western Asia (ESCWA) has provided advice and capacity-building for Member States on compliance with, and access to, regional and global trade agreements, such as the Arab Customs Union, the Deep and Comprehensive Free Trade Agreements with the European Union and the African Continental Free Trade Area. The Economic Commission for Europe (ECE) regional and subregional activities, including through the United Nations Special Programme for the Economies of Central Asia, also often focus on transboundary and cross-border issues, seeking to promote regional cooperation and integration.

Through South-South and triangular cooperation, in particular technical cooperation, regional UN entities can also support **investments in both hard and soft infrastructure** at the country or regional level to foster actual regional economic cooperation, facilitate infrastructure connectivity or help to coordinate regional development strategies. Through the facilitation of intergovernmental coordination and technical and advisory services, the United Nations Conference on Trade and Development (UNCTAD) has, for instance, supported LLDCs and SIDS to improve their transport systems (transport infrastructure and logistics) and ensure better access to worldwide markets while contributing to the effective implementation of the SDGs and the Paris Agreement.

Another example is the Europe and the Commonwealth of Independent States (ECIS) region, where ECE seeks to provide solutions to transboundary challenges through technical cooperation, delivering sharing of South-South knowledge and contributing to cooperation, integration and the addressing of transboundary issues. ECE country-level and regional technical assistance are seen as both complementary and mutually reinforcing. Furthermore, ECE intergovernmental expert bodies carry out policy reviews and issue recommendations to the specific countries and subregions, providing an opportunity for representatives from the South to share the knowledge and to contribute to the work of the other countries of the South, including on transport and trade issues.

Supporting regional and subregional institutions is also at the heart of the work of the regional commissions, such as ESCAP support to the Association of Southeast Asian Nations (ASEAN) that has taken many forms, from broadening regional trade and investment research, statistics and the knowledge base through the Asia-Pacific Research and Training Network on Trade to organizing high-level policy summits or thematic task forces.

Development Account projects.³⁹ In the spirit of South-South collaboration, some UN entities have collaborated and worked in partnership to jointly deliver on Development Account projects, which aim at strengthening Member States capacities in a wide range of thematic areas. The United Nations Development Account was established by the General Assembly in 1997, through its resolution 52/12 B, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations⁴⁰ and advance the implementation of internationally agreed development goals and the outcomes of the United Nations conferences and summits. The mechanism is implemented by 10 entities of the UN Secretariat (DESA, UNCTAD, the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat), the United Nations Office on Drugs and Crime (UNODC) and the regional commissions).

The Development Account helps countries to better integrate social, economic and environmental policies and strategies in order to achieve inclusive and sustained economic growth, poverty eradication and sustainable development. Projects financed from the Account aim to build the socioeconomic capacity of Southern countries through collaboration at the national, subregional, regional and interregional levels. Among others, the **Development Account provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices among target countries** within and between different geographic regions and through the cooperation with a wide range of partners in the broader development cooperation community.

Thus, many Development Account projects, or specific components within them, **can easily be considered** South-South and triangular cooperation **initiatives**, provided that they have been designed based on Southern countries' specific requests for implementation through South-South cooperation. Further, in the spirit of the ongoing UN reform that fosters greater collaboration and coherence within UN regional entities, the Development Account projects that may be jointly programmed or facilitated by another UN entity, besides the regional commissions, **may be mentioned in the RCP**

Box 9. South-South and triangular cooperation and the ECE

The ECE is a longstanding advocate for South-South and triangular cooperation, delivering its technical cooperation with South-South cooperation components through policy advisory services, capacity-building activities and field projects based on the direct demand of the Member States. More than 50 per cent of its technical cooperation activities are clustered at regional and subregional levels, thus delivering South-South and triangular cooperation knowledge and contributing to cooperation, integration and the addressing of transboundary issues in the region.

³⁹ UN, DESA, « Development Account ». Available at <https://www.un.org/development/desa/da/about-the-development-account/>.

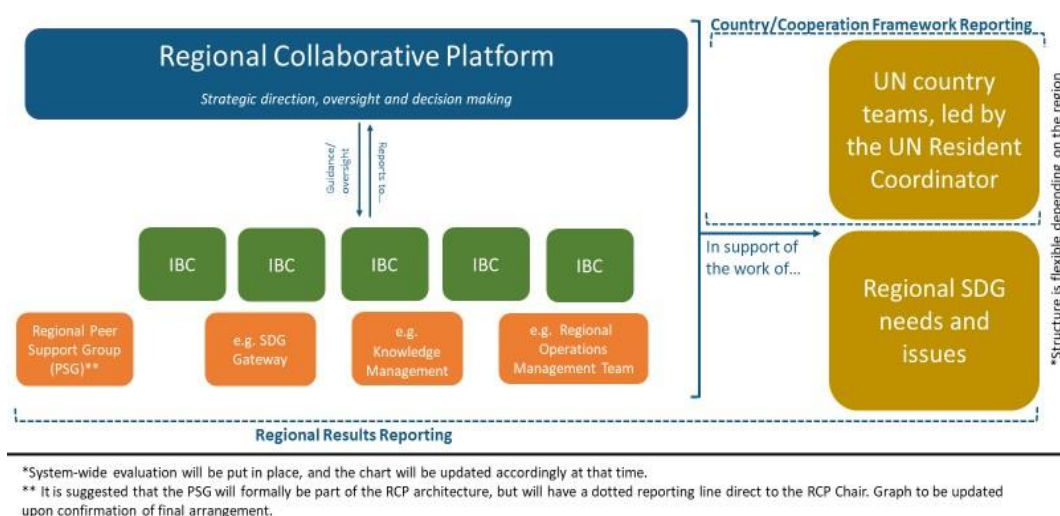
⁴⁰ DESA, ECA, ECE, ECLAC, ESCAP, ESCWA, UNCTAD, UNEP, UN-Habitat and UNODC.

workplan and related results may be reported on in the *Regional Results Report of the UN System* (See also [checklist 13 and 14](#)).

3.3.3 Configuration of regional teams

The *action plan for implementation of the United Nations system-wide strategy on South-South and triangular cooperation for sustainable development, 2020–2024*, calls for the strengthening of “South-South and triangular cooperation support structure(s), including dedicated unit[s] 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” (p. 36).

Figure 4. RCP Structure



Within the regional commissions and regional offices of UN entities, the designation of South-South and triangular cooperation focal points can also help to mainstream South-South and triangular cooperation internally, strengthen institutional capacities to promote and engage in South-South and triangular cooperation initiatives, support the establishment of South-South and triangular cooperation partnerships, and report on South-South and triangular cooperation-related achievements (see Box 10). Experience shows that South-South and triangular cooperation focal points can be more effective if they are able to

Box 10. UNFPA corporate strategy on South-South and triangular cooperation (June 2022) explicitly mentions that dedicated South-South and triangular cooperation focal points will be designated in regional offices and will be assigned the following broad responsibilities:

- raise South-South and triangular cooperation capacity of all staff in the office;
- assess capacity of institutions to match South-South and triangular cooperation partnership supply and demand; and
- maximize use of South-South and triangular cooperation learning and training tools.

apportion a **sufficient amount of their time** to pursue South-South and triangular cooperation-related activities and if they have a **budget** for the organization of internal and external training and awareness-raising events on South-South and triangular cooperation or the documentation of successful South-South and triangular cooperation initiatives. Furthermore, **establishing an informal network of regional South-South and triangular cooperation focal points** can help regional UN entities to share and exchange successful South-South and triangular cooperation experiences, organize joint awareness-raising events, and design joint South-South and triangular cooperation initiatives.

Within all UN regional entities, the organization of **periodic staff training on** South-South and triangular cooperation principles, intergovernmental policy and decisions, value addition and benefits, and the role of the UN and the UN system-wide strategy is recommended to enhance institutional knowledge about South-South and triangular cooperation structures and processes and to ensure that staff can effectively engage in and support these initiatives (see box 11).

Box 11. Example of successful South-South and triangular cooperation capacity-building activities in a regional office of a UN entity

As one of the management responses to a thematic evaluation of UNFPA support to adolescents and youth, UNFPA management has committed to “launch an online training, available to all staff, particularly aimed to create and strengthen in-house country and regional offices skills to identify, engage and operationalize SSC as an integrated part of their business model for Youth Programme delivery. In addition [a] South-South cooperation project will develop and put in place a SSTC tool to facilitate matchmaking between solutions and needs of countries to address adolescent[s] and youth. This will support the function of [UNFPA] Ros [regional offices] to provide adequate and effective support to COs [country offices], in scaling up SSC. In collaboration with ROs, a participatory mechanism of internal and external stakeholders’ network, including SSTC [South-South and triangular cooperation] focal points, will be established in order to boost connection of successful experiences and COs needs.”

Source: [UNFPA Management Response, Thematic Evaluation of UNFPA support to Adolescents and Youth \(2008–2015\) \(DP/FPA/2017/CRP.2\)](#), p. 19.

SECTION 4. KNOWLEDGE AND TOOLS

This section connects policy to practice and responds to a key goal of the UN system-wide strategy and action plan: to improve “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”.⁴¹

Country-level implementation of this goal is made possible through the global and regional knowledge-sharing and support architecture. This architecture constitutes the continuous knowledge loop through which country-level experiences are captured and filtered to identify good practices in South-South and triangular cooperation and to help in the designing and scaling up of country-tailored solutions.

South-South knowledge exchange has gained prominence among developing countries because good practices generated from the global South have been increasingly recognized as cost-effective, easily adaptable and scalable. Exchanges of expertise and knowledge from countries of the South offer viable pathways for addressing common challenges among developing countries and accelerating progress in the achievement of the SDGs. The UN development system plays an important brokering role in such knowledge-sharing through its global architecture of digital platforms, hubs and knowledge networks for South-South and triangular cooperation.

This UN development-system architecture provides: (a) a global and regional support structure; (b) integration of South-South and triangular cooperation into development cooperation frameworks, including UNSDCF; (c) advocacy, outreach and communication; (d) leveraging of existing UN fora; (e) sharing of South-South and triangular cooperation information and good practices; (f) support for access to funding for South-South and triangular cooperation; and (g) promotion of UN system coordination and synergies regarding South-South and triangular cooperation.

4.1 South-South and triangular cooperation knowledge sources and networks

Knowledge sources and networks for South-South cooperation and triangular cooperation are well established and have helped scores of partners and stakeholders over the years to explore and access the solutions and benefits of South-South and triangular cooperation and apply them in different country contexts. Despite these sources and networks, challenges have remained, however. These include limited access to existing information and learning, capacity gaps between countries and partners, insufficient funding, and limited accessibility to partners. In response, Governments of developing countries have requested that the UN systematically share knowledge and good practices on South-South and triangular cooperation, including through one-stop-shop knowledge portals that facilitate knowledge exchange, partnerships, and access to research,

⁴¹ Outcome 3 of the United Nations system-wide strategy on South-South and triangular cooperation for sustainable development, p. 41.

training in capacity development, funding mechanisms and partners. Scaling up the UNOSSC one-stop-shop online knowledge portal – South-South Galaxy – is a key element of this effort.

Resident coordinators, UNCTs and RCOs are encouraged to become familiar with, engage with and use the rich array of South-South and triangular cooperation tools at their disposal. These include not only avenues to expand partnerships but also ample South-South and triangular cooperation databanks, good practices and networks of experts. These tools deliver the greatest benefits when UNCTs regularly engage with them.

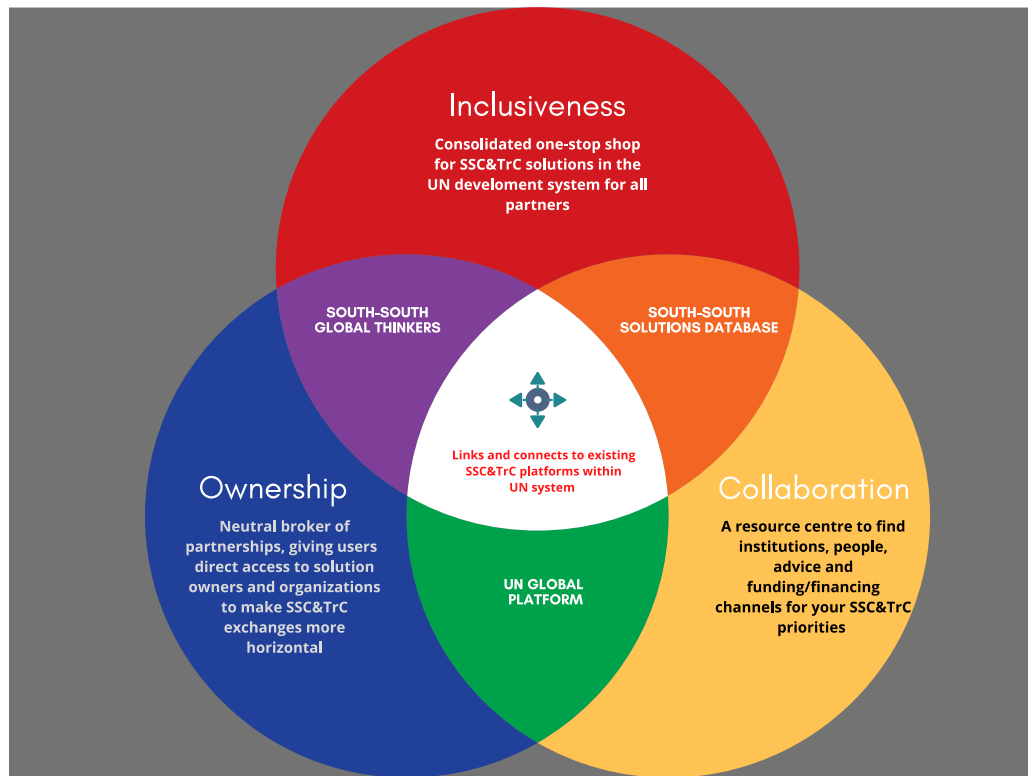
- **Digital South-South and triangular cooperation platforms and hubs** – common online South-South and triangular cooperation platforms and hubs for knowledge-sharing, good practices, research databanks, thematic experts and funding mechanisms that are easily accessible and readily available.
- **Knowledge networks hosted by the UN development system and partners** – virtual networks and events that constitute the global and regional meeting ground where interested parties are able to exchange ideas and interact in the common pursuit of successful South-South and triangular cooperation solutions from one setting that can in turn be tailored and contextualized to another with similar results.

4.1.1 Digital South-South and triangular cooperation platforms and hubs

The following digital platforms are vast libraries that provide a diverse range of opportunities for development cooperation through South-South and triangular cooperation. They offer easily accessible platforms for multi-stakeholder engagement in knowledge-sharing and act as repositories of securely digitized information, knowledge and data on South-South and triangular cooperation. The digital platforms enhance UN development system support to South-South and triangular cooperation in a systematic and effective way, and they ensure that partners can access and navigate a wide range of knowledge and information on good practices, research and experts. There is currently a proliferation of digital South-South and triangular cooperation platforms of UN entities and other actors, creating a common space for partners.

- **South-South Galaxy** is the central South-South and triangular cooperation knowledge hub that links existing South-South cooperation knowledge developed by UN entities and other development actors. The platform aims to strengthen inter-agency collaboration on South-South and triangular cooperation and complement existing efforts of the UN development system and partners by improving interlinkages among their South-South and triangular cooperation platforms. It further aims to eliminate barriers to accessing the reliable and diverse range of South-South and triangular cooperation knowledge, information and partners.

Figure 5. South-South Galaxy



- **South-South Global Thinkers** is a global coalition of think-tank networks for South-South cooperation. Together with South-South Galaxy, it offers resident coordinators, UNCTs and RCOs an immediate go-to place for evidence-based sustainable development solutions through South-South and triangular cooperation from across the globe to inform and create policy-to-programme bridges.

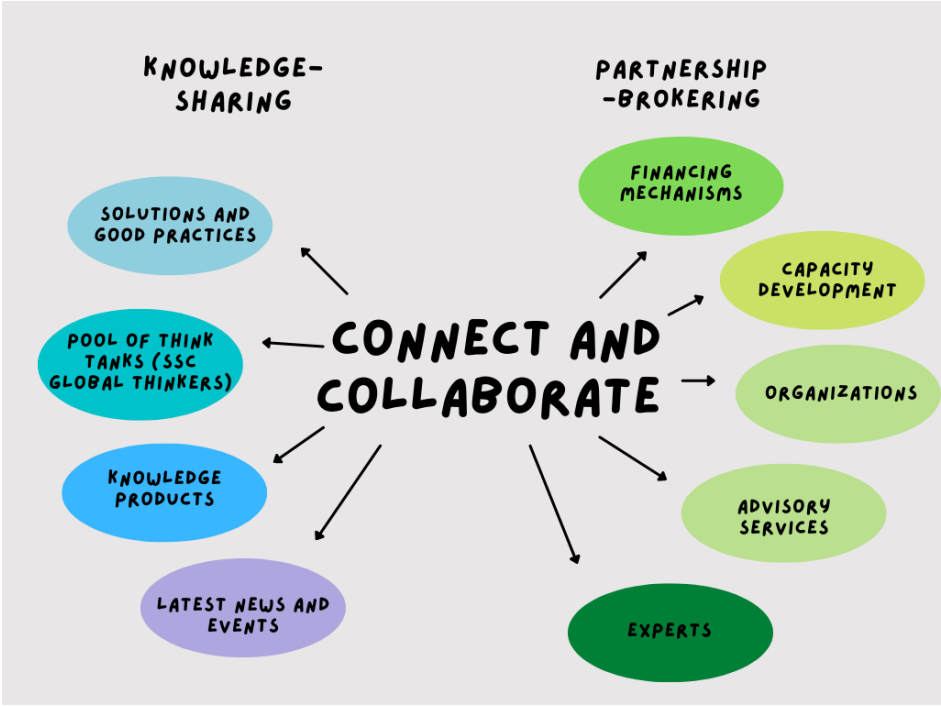
In addition, the **United Nations Global Platform** offers a source of data and information for official statistics and big data, while the South-South Galaxy **South-South Solutions Database** provides an extensive repository of knowledge, solutions and research, including good practices relating to each of the SDGs, funding mechanisms, capacity development initiatives, thematic experts, and an extensive database on organizations to contact regarding South-South and triangular co

- operation.

These platforms (a) **take stock of successful South-South and triangular cooperation initiatives** being implemented by Governments and UNCTs, including cross-border initiatives, for possible partnering and scaling up; (b) support resident coordinators, UNCTs and RCOs in **documenting and disseminating information on innovative solutions**, thereby facilitating South-South knowledge

exchanges, partnerships and capacity development; and (c) provide access to information on **new funding opportunities** for South-South and triangular cooperation initiatives.

Figure 6. Knowledge-sharing and partnership-bro



4.1.2 Knowledge networks hosted by the UN development system and partners

Box 12 contains information on networks and hubs hosted by UN development system entities and partners that showcase South-South and triangular cooperation solutions in their mandated and specialization areas. A link to the specific network for further information and assistance is included. Links to information on and access to other networks and hubs hosted by UN entities and partners are available in [South-South Galaxy](#) (under the “knowledge-sharing” and “partnership-brokering” tabs).

Box 12. Examples of existing South-South cooperation portals established by UN entities	
<p>Global South-South Development (GSSD) Expo⁴²</p> <p>The GSSD Expo, jointly organized yearly by UNOSSC with a host Government, is an in-person event “to showcase Southern development solutions, celebrate South-South</p>	<p>World Bank Group South-South Experience Exchange Facility⁴³</p> <p>The facility fosters “sharing of development experiences and knowledge among World Bank Group client countries by funding knowledge exchange activities...based on</p>

⁴² <https://www.expo.unsouthsouth.org>.

⁴³ <https://www.southsouthfacility.org>.

and triangular cooperation successes”, disseminate information, “share knowledge and lessons learned, explore new avenues for collaboration, and initiate new partnership efforts”.	demand expressed by the knowledge-recipient countries.”
<p>WFP Centre of Excellence against Hunger, Brazil⁴⁴</p> <p>WFP Regional Centre of Excellence against Hunger and Malnutrition, Côte d’Ivoire⁴⁵</p> <p>These World Food Programme (WFP) Centres of Excellence are global and regional hubs “for South-South public policy dialogue, learning, capacity building and technical assistance to promote action against hunger” and malnutrition.</p>	<p>WFP Centre of Excellence for Rural Transformation, China⁴⁶</p> <p>This WFP Centre “sha’e[s] China’s rich experiences in food security, nutrition improvement and poverty alleviation with other developing countries by facilitating policy dialogue and research, technical training, and field-level engagement in pursuit of Agenda 2030 and the...SDGs, particularly SDG 2 for Zero Hunger and SDG 17 on Partnerships [for the Goals].”</p>
<p>UNIDO Centre for South-South Industrial Cooperation (UCSSIC China)⁴⁷</p> <p>“As a joint collaboration between MOFCOM [the Ministry of Commerce], UNIDO [and] the China International Centre for Economic and Technical Exchanges (CICETE), UCSSIC China aims to create a practical, institutional and operational platform for SSTIC [South-South and triangular industrial cooperation] and ISID [inclusive and sustainable industrial development] in partnership with relevant institutions, counterparts and stakeholders, both in and outside of China.”</p>	<p>ILO South-South Meeting Point⁴⁸</p> <p>This is “a multilingual, interactive virtual space where people from different countries can meet, engage, exchange and cooperate within the South-South and triangular cooperation approach towards the advancement of the ILO agenda and the attainment of Sustainable Development Goals.”</p>
<p>FAO South-South Cooperation Gateway⁴⁹</p> <p>The FAO South-South Cooperation Gateway “provides information about Southern countries’ expertise and public institutions in the realm of food security and agriculture”, an</p>	<p>IFAD Rural Solutions Portal⁵⁰</p> <p>The Portal is a knowledge-sharing hub on agricultural productivity, food security and nutrition. It offers innovative South-South and triangular cooperation solutions for</p>

⁴⁴ <https://centrodeexcelencia.org.br/en/>

⁴⁵ <https://cerfamevents.com>.

⁴⁶ <http://www.wfpchinacoe.net>.

⁴⁷ <https://www.unido.org/our-focus-cross-cutting-services-partnerships-prosperity/unido-centre-south-south-industrial-cooperation-ucssic-china>.

⁴⁸ <https://www.southsouthpoint.net>.

⁴⁹ <https://www.fao.org/south-south-gateway/en>.

⁵⁰ <https://ruralsolutionsportal.org/en/home>.

entry point where countries can engage FAO facilitation of South-South cooperation and obtain details of FAO-facilitated South-South cooperation initiatives.	agriculture and rural development that include concrete initiatives that have met country-specific development challenges and promoted sustainable and inclusive rural transformon.
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4.2 Good practices in integrating South-South cooperation and triangular cooperation into the CCA and UNSDCF processes

This section focuses on case studies of a broad range of countries with different typologies, levels of development and regions where UNCTs have successfully integrated South-South and triangular cooperation into the CCA and UNSDCF processes. It includes good practices in that integration, including in relation to cross-cutting issues and joint programmes.

Table 3. Examples of good practices in integrating South-South cooperation and triangular cooperation into the CCA and the UNSDCF		
Country <i>(with links)</i>	Details	Applicability
Algeria Strategic Cooperation Framework, revised 2019–2021 ⁵¹	The Algeria UN Strategic Cooperation Framework was revised at mid-term to include South-South and triangular cooperation following a UNCT and Government reassessment of what was needed to achieve the national sustainable development goals and the SDGs.	Example of integrating South-South and triangular cooperation once UNSDCF implementation has already begun
Azerbaijan UNSDCF, 2021–2025 ⁵²	The Azerbaijan UNSDCF places strong emphasis on the role of East-East cooperation through the Eastern Partnership ⁵³ between the European Union and Eastern European and South Caucasus partner countries (Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova and Ukraine).	Example of integrating regional and subregional cooperation models (i.e., East-East cooperation) into UNSDCF outcome areas
Brazil	The Brazil UNSDCF highlights South-South cooperation and triangular cooperation as important elements of	Example of integrating South-

⁵¹ <https://algeria.un.org/fr/36638-cadre-de-cooperation-strategique-revise-2019-2021>.

⁵² https://azerbaijan.un.org/sites/default/files/2021-06/AZERBAIJAN%20UNSDCF%202021-2025%20FINAL%20SIGNED_1.pdf.

⁵³ https://ec.europa.eu/neighbourhood-enlargement/european-neighbourhood-policy/eastern-partnership_en.

Partnership Framework for Sustainable Development 2017–2021 ⁵⁴	the national strategy and a UN comparative advantage. It also identifies South-South cooperation and triangular cooperation as key enablers of one UNSDCF priority area on promoting international cooperation to reduce inequalities.	South and triangular cooperation into two specific priority areas
Caribbean Multi-country UNSDCF, 2022–2026 ⁵⁵	The multi-country UNSDCF for the Dutch- and English-speaking Caribbean highlights South-South cooperation and triangular cooperation as important elements in a multi-country-office setting to mobilize financing to combat climate change and build national capacity for sustainable development.	Example of including South-South and triangular cooperation in a specific outcome and performance indicator
China UNSDCF, 2021–2025 ⁵⁶	The China UNSDCF strategic priority 3, focused on partnerships, includes a dedicated outcome to support China's role in international development and to promote economic, social, environmental, and cultural sustainability and contribute to achievement of the SDGs in China and across the world.	Example of South-South cooperation contributors (and countries interested in expanding their contributions to international development through South-South cooperation)
Comoros UNSDCF, 2022–2026 ⁵⁷	The Comoros UNSDCF accords an important place to South-South and triangular cooperation throughout its new UNSDCF. It stresses that the promotion and facilitation of South-South and triangular cooperation are a primary UN development system comparative advantage. It also emphasizes the potential of existing South-South and triangular cooperation that Comoros already enjoys. It highlights South-South cooperation and triangular cooperation as important accelerators in the theory of change and rich sources for impactful partnerships.	Example of integrating South-South and triangular cooperation into the theory of change and partnership strategies
The Government of India and	The India UNSDF focuses on South-South and triangular cooperation and generating good practices and implementation	Example of South-South and triangular

⁵⁴ <https://brasil.un.org/pt-br/node/52529>.

⁵⁵ <https://unsdg.un.org/resources/multicountry-sustainable-development-framework-english-and-dutch-speaking-caribbean-2022>.

⁵⁶ <https://unsdg.un.org/sites/default/files/2021-06/UNSDCF-China-2021-2025.pdf>.

⁵⁷ <https://unsdg.un.org/un-in-action/comoros>.

UN Sustainable Development Framework (UNSDF), 2023–2027⁵⁸	lessons for strengthening South-South Cooperation beyond India's borders. South-South Cooperation is identified as a strategy to facilitate investments in research, technology and innovations. The GOI–UNSDCF, 2023–2027 is the first to include specific outputs related to South–South and triangular cooperation efforts. South-South cooperation and triangular cooperation are integrated as enablers and facilitators in each UNSDCF priority area, a central focus of its partnership strategy towards programming and a national comparative advantage.	cooperation contributors (and countries interested in expanding their South-South and triangular cooperation contributions)
Jordan UNSDF, 2018–2022⁵⁹	The Jordan UNSDF positions South-South cooperation and triangular cooperation as key drivers of national SDG achievement through knowledge-sharing and technical expertise, facilitated by the UN development system in line with UN entities' comparative advantages.	Example of South-South cooperation and triangular cooperation as overall drivers of change
Nigeria UN Sustainable Development Partnership Framework (UNSDPF), 2018–2022⁶⁰	The Nigeria UNSDPF is an example of a UNCT identifying specific priority areas where South-South and triangular cooperation can play a crucial role: (a) outcome 7 on diversified economic growth, and (b) outcome 8 on population dynamics. In the results framework, South-South cooperation and triangular cooperation are identified as key modes of engagement to achieve these two outcomes.	Example of integrating South-South and triangular cooperation into specific priority areas
Somalia UNSDCF, 2021–2025⁶¹	The Somalia UNSDCF integrates South-South cooperation into a fragile and crisis setting and draws on regional good practices in outcome 2.3 on strengthening security, rule of law and anti-corruption.	Example of integrating South-South cooperation into a crisis setting
Thailand UNSDCF, 2022–2026⁶²	The Thailand UNSDCF cites South-South cooperation and triangular cooperation as UN comparative advantages that can be leveraged in each priority area as needed and as key elements of its partnership strategy. It also underscores the importance of South-South and triangular cooperation lenses in the CCA capacity assessment process. South-South	Example of mainstreaming South-South and triangular cooperation throughout the UNSDCF, including

⁵⁸ https://digitallibrary.in.one.un.org/PdfViewer.aspx?FileName=8090_1.pdf&Resourcekey=P9B+2pl5wYE=

⁵⁹ <https://jordan.un.org/en/40978-un-sustainable-development-framework-jordan-2018-2022>.

⁶⁰ <https://nigeria.un.org/en/29318-united-nations-sustainable-development-partnership-framework-unsdpf-2018-2022>.

⁶¹ <https://somalia.un.org/en/96542-un-sustainable-development-cooperation-framework-somalia-2021-2025>.

⁶² <https://unsdg.un.org/resources/un-sustainable-development-cooperation-framework-thailand-2022-2026>.

	cooperation and triangular cooperation are highlighted as considerations in UNSDCF M&E and evaluations to cull South-South and triangular cooperation lessons and good practices for policy- and decision makers.	in capacity assessments M&E.
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4.3 Toolbox

This section lists and includes links to policy, practice and knowledge tools and resources for the three main areas of these guidelines: policy, practice and knowledge. Funding resources are listed in section 6.2.

Table 4. South-South and triangular cooperation policy, practice and knowledge portals		
Policy		
United Nations system-wide strategy on South-South and triangular cooperation for sustainable development, 2020–2024 (with action plan and M&E framework) ⁶³		
Practice		
UNSDCF: Internal guidance, 3 June 2019 ⁶⁴	Consolidated annexes for cooperation framework guidance, 24 May 2019 ⁶⁵	<i>Good Practices in South-South and Triangular Cooperation for Sustainable Development</i> , v ols. 1–4 ⁶⁶ UNOSSC flagship publications on South-South and triangular cooperation good practices, including thematic and special editions on SDG 2 , SDG 3 , LDCs and SIDS . Available in multiple languages.
Knowledge		

⁶³ <https://www.unsouthsouth.org/2021/11/19/united-nations-system-wide-strategy-on-south-south-and-triangular-cooperation-for-sustainable-development>.

⁶⁴ https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019_1.pdf.

⁶⁵ https://unsdg.un.org/sites/default/files/2019-10/CONSOLIDATED-Annexes-to-the-Cooperation-Framework-24-May-2019-Submitted_Revised.pdf.

⁶⁶ <https://www.southsouth-galaxy.org/knowledge-sharing/solutions>.

South-South Galaxy⁶⁷ and other UN South-South cooperation knowledge portals, including regional collaborative platforms	South-South Galaxy global and digital repository of South-South and triangular cooperation solutions⁶⁸	United Nations Global Platform⁶⁹ “A global collaboration to harness the power of data for better lives”	South-South Global Thinkers initiative⁷⁰ (focused on research)	Global South-South Development Expo⁷¹ and regional workshops, knowledge events anirs
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4.4 Global and regional support

To complement the tools, resources and platforms listed earlier, resident coordinators, UNCTs and RCOs receive support at the global and regional levels through UNOSSC, DCO, the UN Inter-Agency Mechanism for South-South and Triangular Cooperation, the DCO regional hubs and the UN regional commissions.

4.4.1 UNOSSC support

At the **global level**, UNOSSC:

- provides **advisory, capacity-building, knowledge-sharing and solutions support** to the UN development system in integrating South-South and triangular cooperation into UNSDCFs; conducting national stocktaking and gap-analysis exercises; monitoring, reporting and evaluating; and integrating South-South and triangular cooperation into voluntary national reviews;
- provides centralized hubs for **knowledge dissemination and partnership-brokering**, improving access to information;
- manages tools to **map and take stock** (including surveys) of the efforts of subnational, national, regional and global actors;
- offers **follow-up mechanisms**, including knowledge fairs and events at the local, regional and global levels, such as the South-South Development Expo; and
- prepares **guidelines** and conducts **training** on South-South and triangular cooperation for the regional and country levels.

At the **regional level**, UNOSSC:

⁶⁷ <https://www.southsouth-galaxy.org>.

⁶⁸ <https://www.southsouth-galaxy.org/knowledge-sharing>.

⁶⁹ <https://unstats.un.org/bigdata/un-global-platform.cshtml>.

⁷⁰ <https://www.ssc-globalthinkers.org>.

⁷¹ <https://www.expo.unsouthsouth.org>.

- supports the specific needs identified in the **regional collaborative platforms** and **issue-based coalitions** to facilitate South-South and triangular cooperation at the regional and subregional levels;
- serves as the information hub for **cross-regional knowledge exchange and partnerships** on South-South and triangular cooperation; and
- strengthens regional cooperation and integration by enabling partners to create **regional networks of expertise** to formulate regional and cross-regional programmes through better access to knowledge.

Resident coordinators, UNCTs and RCOs can reach out to UNOSSC for assistance concerning South-South and triangular cooperation in theas.

4.4.2 DCO support

The five DCO regional offices provide strategic support to resident coordinators and UNCTs to advance the 2030 Agenda at the country level through the UNSDCF. They coordinate resident coordinator and UNCT engagement with the Regional Collaborative Platforms and enable access by resident coordinators and UNCTs to regional expertise as well as advise and support members of Regional Collaborative Platforms, including on cross-border and subregional matters.

Resident coordinators, UNCTs and RCOs can reach out to DCO headquarters and regional offices to request assistance in thess.

4.4.3 Regional support

The regional architecture of support for South-South and triangular cooperation is being reinforced through the following elements:

- **Regional collaborative platforms (RCPs)** – The RCPs in all regions are chaired by the Deputy Secretary General with the respective Executive Secretary of the Regional Commission and UNDP Regional Director as co-Vice-Chairs ⁷².RCPs foster UN development system regional collaboration and joint planning aimed at supporting country-level achievement of the SDGs, including through South-South and triangular cooperation.
- **Issue-based coalitions** are thematic subgroups of the regional collaborative platform that bring together regional expertise and advance work in the region on cross-border, subregional and regional issues and areas of common interest.
- **UN regional commissions** foster economic and social integration in the five main regions and subregions, regional implementation of the 2030 Agenda and regional sustainable

⁷² MAF:

<https://unsdg.un.org/sites/default/files/202109/MAF%20-%20Final%20-%2015%20September%2021.pdf>

development. This includes knowledge exchange, peer learning and support to the provision of technical assistance as well as annual regional forums that bring together the heads of entities of the UN development system.

Box 13. Sources of additional information on support by regional commissions to South-South and triangular cooperation

- [Regional Commissions New York Office](http://www.regionalcommissions.org)⁷³
- [Economic and Social Commission for Western Asia](https://www.unescwa.org)⁷⁴
- [Economic Commission for Africa](https://www.uneca.org/regional-integration-and-trade)⁷⁵
- [Economic and Social Commission for Asia and the Pacific](https://www.unescap.org/south-south-cooperation)⁷⁶
- [Economic Commission for Europe](https://unece.org/economic-cooperation-and-integration)⁷⁷
- [Economic Commission for Latin America and the Caribbean](https://www.cepal.org/en/subsidiary-bodies/regional-conference-south-south-cooperation-latin-america-and-caribbean)⁷⁸

Central to this regional support architecture are the **DCO regional offices** and **regional inter-agency groups**: *regional peer support groups, regional SDG gateways and regional offices of UN entities*. These entities are mandated to support common country planning and programming, including for South-South and triangular cooperation. Detailed information on how to access these resources is provided in the section on integrating South-South cooperation and triangular cooperation at the regional level.

Resident coordinators, UNCTs and RCOs can reach out to these regional mechanisms for assistance on South-South and triangular cooperation when preparing the CCA and the UNSDCF.

⁷³ <http://www.regionalcommissions.org>.

⁷⁴ <https://www.unescwa.org>.

⁷⁵ <https://www.uneca.org/regional-integration-and-trade>.

⁷⁶ <https://www.unescap.org/south-south-cooperation>.

⁷⁷ <https://unece.org/economic-cooperation-and-integration>.

⁷⁸ <https://www.cepal.org/en/subsidiary-bodies/regional-conference-south-south-cooperation-latin-america-and-caribbean>.

SECTION 5. PARTNERSHIPS AND FINANCING FOR SOUTH-SOUTH AND TRIANGULAR COATION

5.1 South-South and triangular cooperation partnerships

Similar to the CCA and programming phases, the design of the UNSDCF funding framework follows a specific set of steps to guide the UNCT in formulating multi-year and annual funding frameworks for the UNSDCF (Refer to [Checklist 15](#)), and the corresponding joint partnerships and resource mobilization strategy. As in the other phases, South-South cooperation and triangular cooperation may be integrated throughout these steps into those outcome areas identified in the CCA and UNSDCF programming. To be clear, it is not a question of mainstreaming across all outcomes and outputs but of integrating those two modalities into outcomes and outputs previously identified as relevant for South-South and triangular cooperation.

The *action plan for implementation of the UN system-wide strategy on South-South and triangular cooperation* invites regional UN entities to promote regional and interregional forums that are conducive for partnership-building based on South-South cooperation principles, and to facilitate the development of regional and subregional initiatives on South-South and triangular cooperation partnerships. Such partnerships may take various forms, involve various stakeholders, and will be described or reflected in formal project documents, agreements, letters of intent or memorandums of understanding.

Box 14. Partnerships for South-South cooperation, triangular cooperation and infrastructure development

Recognizing that the infrastructure gap in Africa is massive and constitutes one of the primary reasons that many African countries may not achieve their SDG targets, the Economic Commission for Africa (ECA) programme budget (2022) included a specific subprogramme aimed at bridging this gap through South-South cooperation.

The sub-programme will leverage and build on partnerships with African regional and continental organizations, relevant United Nations agencies, and specialized institutions worldwide involved in the infrastructure development of the continent. In an effort to strengthen stakeholders' capacities to use private-public partnership models as a means of generating innovative financing and infrastructure development in support of industrialization in selected African countries, the subprogramme will help six countries reach North-South and South-South cooperation agreements for project development and technology transfer.

The **regional commissions and regional offices of UN entities can thus work to leverage** South-South and triangular cooperation partnerships to generate innovative financing for development (See examples in box 14).

The **regional commissions and regional offices of UN entities** may also **support centres of excellence** (e.g., academia, civil society organizations, research centres, think tanks) that have a track record in evaluating or implementing successful Southern solutions in their respective regions and establish partnerships with them so that their expertise or capacity-building services may be tapped when needed.

Furthermore, and given their mandate, the **regional collaborative platforms** can facilitate the identification of relevant partners among regional or national institutions. They may also promote **regional and interregional forums that are conducive to partnership-building** based on South-South and triangular cooperation principles and facilitate the development of clear, realistic regional and subregional initiatives.

[Checklist 16](#) sets out questions that can support the process of identifying potential partners and stakeholders at the regional level.

For more detailed guidance on the building of multi-stakeholder partnerships, see *Partnering for Sustainable Development: Guidelines for Multi-stakeholder Partnerships to Implement the 2030 Agenda in Asia and the Pacific*,⁷⁹ prepared jointly by the United Nations University Institute for the Advanced Study of Sustainability in Tokyo and ESCAP in Bangkok. The document provides practical guidance for UN Member States, policymakers, practitioners and other stakeholders to build, strengthen and implement effective multi-stakeholder partnerships aimed at accelerating the implementation of the 2030 Agenda in the Asia and the Pacific region.

5.2 South-South and triangular cooperation financing options

South-South cooperation includes both financial and non-financial forms, including expertise, knowledge and technology transfers between developing countries. Such cooperation could involve in-kind exchanges of goods, training, volunteers, humanitarian assistance, technical cooperation, joint research, participation in peacekeeping operations, scholarships and infrastructure projects, among others.

The traditional architecture of international development cooperation is being complemented and reshaped by **new Southern players**. Thus Brazil, China and India are now the three largest providers of development cooperation, particularly South-South cooperation, outside countries of the Organisation for Economic Co-operation and Development (OECD). Many other countries are also taking a lead in South-South cooperation, within their means, especially in regional and interregional developments.⁸⁰

This section looks at:

- **South-South cooperation funding mechanisms**, including South-South cooperation financing programmes and funds that help interested countries to leverage multi-partner/stakeholder financing facilities and costing arrangements, and new sources and instruments of innovative financing;

triangular and multilateral funding mechanisms, including export-import banks, multilateral institutions, Southern funds and philanthropies, and development banks as

⁷⁹ https://sustainabledevelopment.un.org/content/documents/2545MSP_Guidelines.pdf.

⁸⁰ UNDP, Report of the Administrator of UNDP on the review of progress made in implementing the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries, the new directions strategy for South-South cooperation and the Nairobi outcome document of the High-level United Nations Conference on South-South cooperation (SSC/20/1), June 2021.

well as triangular sources of support and bilateral, trilateral and interregional initiatives; and

the role of UNOSSC and other UN entities in facilitating access to funding mechanisms, including work to raise awareness of funding opportunities, manage trust funds, and facilitate sharing of information, experiences and good practices in public-private financing partnerships and similar cooperation mechanisms.

Figure 7. South-South and triangular cooperation funding opportunities



5.2.1 South-South funding mechanisms

UN entities and their partners have already set up a number of South-South and triangular cooperation centres of excellence, financing facilities, trust funds and other mechanisms. UNCT and UN entity knowledge and use of these resources are key to their support to Governments in financing country-level SDG achievement and funding the UNSDCF. This includes becoming familiar with the characteristics, purpose, mission and focus of all South-South and triangular cooperation funding mechanisms relevant to the country context and connecting Governments and national partners with potential financing mechanisms, such as centres of excellence, financing facilities and trust funds.

The UNSDCF guidance highlights South-South and triangular cooperation as potential external/public avenues for mobilizing resources to support national sustainable development plans and country-level achievement of the SDGs through the UNSDCF. The UNSDCF **financial**

landscape analysis⁸¹ - which is undertaken as part of the CCA, provides an in-depth look at SDG financing requirements and identifies available resources and financing avenues to fill funding gaps, which in turn informs the resource mobilization for the UNSDCF funding framework.

At this stage, the UNCT seeks to leverage different sources of financing and investment flows, including through South-South and triangular cooperation, to address the financing of the SDGs and the funding of the UNSDCF.

Regional UN entities can also support UNCT resource mobilization efforts in two principal ways: (a) including South-South and triangular cooperation in their resource mobilization and partnership strategies; **(b) scoping for potential regional partners; and (c) catalysing the establishment of innovative partnerships between private and public actors.**

South-South funding mechanisms consist of a number of trust funds created to finance, on demand, the development programmes and projects of two or more partner developing countries. **South-South Galaxy** is an online portal for detailed information on these South-South cooperation funding mechanisms, including how to benefit from South-South cooperation financing. For a more personalized experience, sign in to South-South Galaxy and the other portals to explore development solutions potentially applicable to different country contexts as well as available financing mechanisms. Examples of the South-South cooperation trust funds are listed below, including those directly managed by UNOSSC on behalf of Member States.

Box 15. South-South trust funds managed by UNOSSC	
<p>India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund)⁸²</p> <p>The IBSA trust fund supports developing countries on a demand-driven basis to address development challenges. Through its partnerships, it implements replicable and scalable projects that can be disseminated to interested developing countries as good practices in the fight against poverty and hunger.</p>	<p>United Nations Fund for South-South Cooperation (UNFSSC)⁸³</p> <p>UNFSSC is a core element of UN development system support to Member States to engage partners and mobilize resources for the joint implementation of innovative and transformative South-South cooperation development activities.</p>
<p>Pérez-Guerrero Trust Fund for South-South Cooperation (PGTF)⁸⁴</p> <p>The PGTF, managed on behalf of the Group of 77 (G-77), provides catalytic financial support for cooperative projects carried out by three</p>	<p>India-UN Development Partnership Fund (including the Commonwealth Window) (UNFSSC-related)⁸⁵</p> <p>This fund is led by the Government of India, managed by UNOSSC and implemented in</p>

⁸¹ "UNSDCF: Internal guidance", 2019, chapter 4.

⁸² <https://www.southsouth-galaxy.org/funding-mechanisms/ibsa-fund>.

⁸³ <https://www.unsouthsouth.org/partner-with-us/un-fund-for-ssc>.

⁸⁴ <https://www.southsouth-galaxy.org/funding-mechanisms/pgtf>.

⁸⁵ <https://www.southsouth-galaxy.org/funding-mechanisms/india-un-development-partnership-fund>.

or more developing-country members of the G-77.	collaboration with the UN development system. It supports Southern-owned and -led, demand-driven, transformational sustainable development projects throughout the developing world, focused on LDCs and SIDS. UN entities implement the Fund projects in close collaboration with partner Governments.
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Box 16. South-South and triangular cooperation Funds managed by other UN entities and Member States	
FAO South-South Cooperation Programme⁸⁶ The programme is designed to improve food security in poor households through national and regional programmes for food security through notable current partnerships with Brazil, China, Morocco and Viet Nam.	Africa Solidarity Trust Fund⁸⁷ An innovative Africa-led fund to support African development initiatives, “Its main goal is to strengthen food security across the continent by assisting countries and their regional organizations to eradicate hunger and malnutrition, eliminate rural poverty and manage natural resources in a sustainable manner.”
	China-IFAD South-South and Triangular Cooperation Facility⁸⁸ “The Facility finances South-South and triangular cooperation [SSTC] projects and programmes to complement IFAD’s SSTC agenda by increasing the volume of South-South exchanges, spurring innovation, and promoting investments in rural areas and in rural people.” It “pursues the overarching objective of mobilizing knowledge, technologies and resources from the Global South to accelerate rural poverty alleviation, enhance rural productivity, and advance rural transformation.”

Box 17. Funds managed by UN entities and Member States with a South-South and/or a triangular cooperation component

⁸⁶ <https://www.fao.org/partnerships/south-south-cooperation/en>.

⁸⁷ <https://www.fao.org/3/cb1644en/cb1644en.pdf>

<p>The Secretary-General's Peace and Security Sub-Fund⁸⁹</p> <p>This sub-fund of the United Nations Peace and Development Trust Fund, managed by the Executive Office of the Secretary-General, supports “financing projects and activities related to the maintenance of international peace and security”.</p>	<p>United Nations Peace and Development Trust Fund (UNPDF)⁹⁰</p> <p>The UNPDF supports projects and activities in “peacekeeping security, rapid response system, prevention and mediation, counter-terrorism, strengthening partnership between the United Nations and regional organizations, poverty alleviation, science and technology, small and medium-sized enterprise, education, health care, etc.”.</p>

Box 18. South-South Funds managed by other partners	
<p>Adaptation Fund⁹¹</p> <p>“The Adaptation Fund finances projects and programmes that help vulnerable communities in developing countries adapt to climate change.” Established under the Kyoto Protocol of the United Nations Framework Convention on Climate Change, it “has committed US\$700 million to climate adaptation and resilience activities”. “The Fund is financed in part by government and private donors, and also from a 2 per cent share of proceeds of certified emission reductions issued under the Protocol’s Clear Development Mechanism projects.”</p>	<p>Expo Live Innovation Impact Grant Programme⁹²</p> <p>An initiative of Expo 2020 Dubai, “the grant programme provides funding, business support and exposure to innovative solutions that benefit communities and/or the environment.” It “awards funding of up to USD100,000 each to social enterprises, start-ups and grass-roots projects from around the world, based on their potential to impact the environment positively and generate real social value.”</p>
<p>Digital Identification and Finance Initiative in Africa (DigiFi Africa)⁹³</p>	<p>Global Innovation Fund⁹⁴</p> <p>The Fund uses grants, loans and equity investments to back “innovations with the</p>

⁸⁹ <https://www.un.org/en/unpdf/peace.shtml>.

⁹⁰ <https://www.southsouth-galaxy.org/funding-mechanisms/united-nations-peace-and-development-trust-fund>.

⁹¹ <https://www.southsouth-galaxy.org/funding-mechanisms/the-adaptation-fund>.

⁹² <https://www.southsouth-galaxy.org/funding-mechanisms/expo-live-innovation-impact-grant-programme>.

⁹³ <https://www.southsouth-galaxy.org/funding-mechanisms/digital-identification-and-finance-initiative-in-africa>.

⁹⁴ <https://www.southsouth-galaxy.org/funding-mechanisms/global-innovation-fund>.

DigiFi Africa “aims to generate rigorous evidence on how African governments, private companies and NGOs [non-governmental organizations] can leverage digital payments and identification systems to improve lives through better public service delivery, governance, and financial inclusion.”	potential for social impact at a large scale, whether they are new technologies, business models, policy practices, technologies or behavioural insights.” It “supports innovators in developing countries at all stages of their life cycle, from start-up and pilot-testing through to larger-scale implementation.”
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5.2.2 Triangular and multilateral funding mechanisms

Triangular cooperation and multilateral cooperation at the global and regional levels have the potential to accelerate the achievement of the SDGs in innovative and collaborative ways, including through the funding mechanisms in the boxes below.

Some of the key actors or SDG financing sources available at the regional level are the following.

- **Joint investment mechanisms.** Joint investment programmes or joint public-private partnerships can be established to build capacities and transfer **technical know-how in key SDG sectors**. A large current provider is China, which reported that Chinese enterprises had invested about \$20.3 billion in non-financial direct investments in countries “along the Belt and Road” in 2021.⁹⁵
- **Southern development banks.** These banks are taking an increasing role in **financing SDG sectors**, such as the New Development Bank, the Asian Infrastructure Investment Bank (AIIB) and the Islamic Development Bank (IsDB), which have all begun redirecting their lending programmes towards health-related investment projects.⁹⁶ UNCTAD had estimated that a prudent lowering of the equity-to-loan ratios by the subregional development banks in Latin America and the Caribbean, Asia and Africa could expand their loan portfolios by nearly \$25 billion.⁹⁷
- **Multilateral development banks.** These banks are increasingly investing in **climate financing**. For example, AIIB plans to align all its operations with the goals of the Paris Agreement by July 2023 and scale up its existing climate commitments to at least 50 per cent by 2025. In 2021 alone, AIIB climate finance amounted to \$2.9 billion, or 48 per cent of total approved financing, up from 41 per cent in 2020.⁹⁸
- **Diaspora financing** is becoming an important source of development financing for countries of the South. While the diaspora comprises non-traditional providers of finance, in recent times they have demonstrated commitments to green projects and a history of support in

⁹⁵ Christoph Wang, “Brief: China Belt & Road Initiative (BRI) Investment Report 2021”, Green Finance & Development Centre, 2 February 2022.

⁹⁶ UNDP, Report of the Administrator of UNDP..., June 2021, p. 5.

⁹⁷ UNCTAD, South-South Cooperation at the time of COVID-19: Building Solidarity Among Developing Countries, May 2020 https://unctad.org/system/files/official-document/gdsinf2020d4_en.pdf

⁹⁸ https://www.aiib.org/en/news-events/annual-report/2021/common/pdf/2021_AIIBAnnualReport_web-reduced.pdf, p. 45.

times of crises.⁹⁹ Diaspora bonds “have brought billions of dollars into a few countries (such as India and Israel) with large, long-established diasporas in high-income countries of residence.”¹⁰⁰ Sub-Saharan African immigrants living in the United States of America, Europe and elsewhere send back significant amounts in remittances to the continent. In 2021, they amounted to \$46 billion, an increase of 6.2 per cent over 2020, when remittances were impacted by the COVID-19 pandemic.¹⁰¹

Box 19. Sources of funding for triangular cooperation

African Development Bank South-South Cooperation Trust Fund¹⁰²

The Fund provides support to African countries “in mobilizing and taking advantage of development solutions and technical expertise available in the South”, focused on technical assistance, capacity-building, knowledge-sharing, and implementation and piloting of innovative approaches.

Adelante 2¹⁰³

A European Union programme, Adelante 2 contributes to “fulfilling the 2030 Agenda and facilitate[s] a more inclusive and sustainable development through the promotion and use of triangular cooperation between Europe and Latin America and the Caribbean”.

Box 20. Southern funds and financing institutions

Export-import banks

Export-Import Bank of China¹⁰⁴
Export-Import Bank of India¹⁰⁵
Brazilian Development Bank¹⁰⁶

These institutions provide concessional loans for various infrastructure and construction projects, and credit and project financing for

Multilateral institutions

New Development Bank¹⁰⁷
Arab Fund for Economic and Social Development¹⁰⁸
Arab Bank for Economic Development in Africa¹⁰⁹
OPEC Fund for International Development¹¹⁰

⁹⁹ Samuel Salia and Eugene Bempong Nyantakyi, “Diaspora bonds can help fill climate finance gaps in developing economies”, The London School of Economics and Political Science, 18 January 2022. Available at <https://blogs.lse.ac.uk/africaatlse/2022/01/18/diaspora-bonds-can-fill-climate-change-finance-gaps-in-developing-economies-cop26/>.

¹⁰⁰ Stephen Gelb, Sona Kalantaryan, Simon McMahon and Marta Perez-Fernandez, Diaspora finance for development: from remittances to investment (EUR 30742 EN) (Publications Office of the European Union, Luxembourg), 2021, p. 39. Available at https://southsouth.contentfiles.net/media/documents/diaspora_finance_for_development_final_final.pdf.

¹⁰¹ Witney Schneidman, Admassu Tadesse and Abyssinnia Lissanu, “Diaspora bonds: An innovative source of financing?”, Brookings, 15 December 2022. Available at <https://www.brookings.edu/blog/africa-in-focus/2022/05/27/diaspora-bonds-an-innovative-source-of-financing/>.

¹⁰² <https://www.southsouth-galaxy.org/funding-mechanisms/african-development-bank-group-south-south-cooperation-trust-fund>.

¹⁰³ <https://www.southsouth-galaxy.org/financing-mechanisms/adelante-window-2022>.

¹⁰⁴ <http://english.eximbank.gov.cn>.

¹⁰⁵ <https://www.eximbankindia.in>.

¹⁰⁶ https://www.bndes.gov.br/SiteBNDES/bndes/bndes_en.

¹⁰⁷ <https://www.ndb.int>.

¹⁰⁸ <https://www.arabfund.org>.

¹⁰⁹ <https://badea.org>.

¹¹⁰ <https://opecfund.org>.

domestic companies investing in other countries of the South.	These institutions provide loans, grants, equity capital and other forms of financial assistance to member countries as well as financial assistance for socioeconomic development in other countries of the South
Southern funds	Southern philanthropy
<p>China South-South Cooperation Assistance Fund¹¹¹ The Fund supports developing countries to implement the 2030 Agenda, respond to humanitarian crises and reduce poverty.</p> <p>Japan Social Development Fund (JSDF)¹¹² The JSDF provides grants to support “community-driven development and poverty reduction projects that empower the poorest and most vulnerable groups not reached by other programs to improve their lives through direct benefits.”</p> <p>Kuwait Fund for Arab Economic Development¹¹³ Qatar Fund for Development¹¹⁴ Abu Dhabi Development Fund¹¹⁵ Nigeria Trust Fund¹¹⁶ These institutions provide loans, grants, equity capital and other forms of financial assistance to member countries as well as financial assistance for socioeconomic development.</p>	<p>Mohammed bin Rashid Al Maktoum Knowledge Foundation¹¹⁷ Dubai Cares¹¹⁸ These philanthropies provide loans and grants through endowments.</p>
Development banks	
<p>in addition to referrals to foundational documents¹¹⁹ BRAC Bank¹²⁰ and Grameen Bank¹²¹</p>	

¹¹² <https://www.southsouth-galaxy.org/funding-mechanisms/japan-social-development-fund-jsdf/>.

¹¹³ <https://www.kuwait-fund.org/en/web/kfund>.

¹¹⁴ <https://qatarfund.org.qa/en/>.

¹¹⁵ <https://addf-uae.com>.

¹¹⁶ <https://www.afdb.org/en/about-us/corporate-information/nigeria-trust-fund-ntf>.

¹¹⁷ <https://mbrf.ae/en>.

¹¹⁸ <http://dubaicare.com>.

¹¹⁹ <https://www.aiib.org/en/index.html>.

¹²⁰ <https://www.bracbank.com/en>.

¹²¹ <https://grameenbank.org>.

Central American Bank for Economic Integration¹²²

Islamic Development Bank¹²³

These institutions provide loans for infrastructure investments in Asia and other regions; small loans, mainly to women, to set up small businesses; and loans for social programmes and infrastructure development.

5.2.3 Role of UNOSSC and other UN entities in facilitating access to funding mechanisms

In coordination with the other members of the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, UNOSSC acts as a hub for raising awareness among UN entities about existing funding opportunities in support of South-South and triangular cooperation activities.

In line with the management and accountability framework, the resident coordinator advances, together with and in support of government, UNCT and relevant regional entities, regional knowledge-sharing and collaboration, policy integration, South-South and triangular cooperation exchanges, and multi-country and transboundary initiatives in pursuit of greater system-wide results and impact. Resident coordinators coordinate UNCT-wide efforts for resource mobilization for the Cooperation Framework. When coordinating submissions to global funding mechanisms on behalf of the UNCT, the resident coordinator consults with UNCT members and explains final decisions on the basis of the agreed-upon criteria relating to prioritization of requests to the UNCT.

UNOSSC will continue to manage the trust funds for South-South cooperation highlighted earlier (box 3), facilitating the multi-stakeholder formulation of impactful South-South cooperation projects, overseeing their implementation and communicating the results. As part of its secretariat functions, UNOSSC will contribute to the strengthening of UN development system implementing-partner capacities. It will also continue to act as a repository of, and facilitator for, the sharing of relevant information, experiences, and good South-South and triangular cooperation practices so that UNCTs can integrate South-South cooperation and triangular cooperation into the CCA and UNSDCF processes and apply them to their own country context.

UNOSSC will also support the efforts of developing countries to collaborate with UN entities in brokering partnerships for in-kind support and/or financing arrangements with Southern providers to advance the achievement of the SDGs at the country level through South-South and triangular cooperation.

¹²² <https://www.bcie.org/en>.

¹²³ <https://www.isdb.org>.

SECTION 6. SOUTH-SOUTH AND TRIANGULAR COOPERATION MONITORING

6.1 Monitoring, reporting and evaluation at country-level

At the global level, UNOSSC, through the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, oversees the implementation of the UN system-wide strategy. At the country level, in line with the management and accountability framework,¹²⁴ **oversight of the implementation of the M&E framework for South-South and triangular cooperation is undertaken by the UNCT under Resident Coordinator leadership.** Monitoring and reporting fall under normal UNSDCF reporting channels to avoid duplication of effort and oversight responsibilities.

UNCTs are encouraged to refer to the **M&E framework for the UN system-wide strategy** as they develop South-South and triangular cooperation results at the country level. The M&E framework and action plan of the Strategy includes five main outcomes and related country-level outputs. The UNCT can use these country-level South-South and triangular cooperation outputs as they appear in the UN system-wide strategy or they can adjust them to better fit the country context. Likewise, **UN entities may contextualize these South-South and triangular cooperation country-level outputs** for their individual country-programme results frameworks.

The five South-South and triangular cooperation expected outcomes of the action plan include a set of **specific deliverables, indicative activities** and **recommended indicators**. The action plan allows for the collection and analysis of relevant information that will inform the monitoring and reporting by each UN development system entity on South-South and triangular cooperation-related work in the UNSDCF.

Implementation of the action plan at the country level is governed by each UN entity individually based on its mandate(s) and programme of work.

At the country level, as stated earlier, the M&E framework may be part of the **UNSDCF review process**, and reporting will complement ongoing UNSDCF and inter-agency reporting work¹²⁵ and be aligned, as appropriate, with existing M&E frameworks of the entities of the UN development system. **Country-level results of South-South and triangular cooperation will be reported through these same mechanisms to avoid duplication and additional work.**

The following **country-level indicators** from the action plan for implementation of the United Nations system-wide strategy on South-South and triangular cooperation for sustainable development¹²⁶ offer UNCTs a barometer for determining the kinds of targets that support of the UN development system to South-South and triangular cooperation aim to meet within the

¹²⁴ Management and Accountability Framework of the UN Development and Resident Coordinator System, UNSDG, September 2021 <https://unsdg.un.org/sites/default/files/2021-09/MAF%20-%20Final%20-%2015%20September%202021.pdf> UN, Sustainable Development Group, Management and accountability framework of the UN development and resident coordinator system, September 2021. Available at <https://unsdg.un.org/sites/default/files/2021-09/MAF%20-%20Final%20-%2015%20September%202021.pdf>.

¹²⁵ This includes: (a) UNCT results reports; (b) UNSDCF reports; (c) quadrennial comprehensive policy review reports by DESA; (d) resident coordinator reports; and (e) integrated management system reports by DCO.

¹²⁶ <https://www.unsouthsouth.org/wp-content/uploads/2021/04/United-Nations-system-wide-strategy-on-South-South-and-triangular-cooperation-for-sustainable-development-2020%E2%80%932024.pdf>.

UNSDCF context. These indicators, together with the set of deliverables and indicative activities, are aligned with the five outcomes of the UN system-wide strategy. Progress against these indicators is tracked globally. They can guide recommended actions at the country level to ensure implementation of the Strategy. They can also facilitate the collection and analysis of information and data to inform monitoring and reporting by the UNCT and UN entities at the country level. UNCTs and UN entities can modify these output-level indicators as necessary to fit the country context in line with the UNSDCF results that use South-South cooperation and/or triangular cooperation as the most suitable modality. These indicators will help UNCTs with their UNSDCF reporting responsibilities.

UNOSSC, in close collaboration with UN entities, DCO and DESA, has ensured that existing data collection systems and tools of UN entities are used to monitor the progress of the implementation of the UN system-wide strategy and its action plan. The relevant indicators, which require country-level data, were integrated into the quadrennial review surveys. UNOSSC also launched the **South-South and triangular cooperation survey** to receive inputs of UN entities (through the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation) for the Secretary-General's annual report on the state of South-South cooperation and implementation of the United Nations system-wide strategy.

A **mid-term review and a final independent evaluation** will be conducted to assess the implementation of the UN system-wide strategy and action plan at the global, regional and country levels. It is expected that the evidence-based monitoring and evaluation will help the Member States and UN entities to make informed decisions to advance the implementation of the strategy and action plan and better leverage South-South and triangular cooperation in achieving SDGs.

- The full set of deliverables, indicative activities and recommended indicators from the action plan for implementation of the United Nations system-wide strategy on South-South and triangular cooperation is available in annex III.

Data are gathered for 16 indicators that have been identified as “prioritized” indicators by the Inter-Agency Mechanism for South-South and Triangular Cooperation at the global level to keep the process pragmatic, practical and manageable for UN entities, as available in

- annex IV.

Detailed responsibilities for data collection and reporting for each recommended indicator, building on existing systems, are also included in

- annex III.

Table 5: Indicators from the action plan for the UN system-wide strategy South-South and triangular cooperation and recommended action at country level	
UN System-wide strategy South-South and triangular cooperation output-level indicators ¹²⁷	Recommended South-South and triangular cooperation-related initiatives and actions to implement UN system-wide strategy at the country level
<i>Outcome 1 – Output-level indicators</i>	Recommended actions
<p>Number of newly developed CCAs, UNSDCFs and appropriate country programmes that follow the system-wide guidance on South-South cooperation and/or include South-South and triangular cooperation-related indicators/activities.</p> <p>Prioritized¹²⁸</p>	<p>During formulation of newly developed CCA, UNSDCF and appropriate country programmes, RCs/ UNCTs to consider use of the system-wide guidance on South-South cooperation and inclusion of South-South and triangular cooperation-related indicators/activities, where relevant.</p>
<p>Number of UNCTs with an inter-agency working/thematic group on South-South and triangular cooperation.</p> <p>Prioritized</p>	<p>RC/ UNCT could consider setting up an inter-agency working/thematic group on South-South and triangular cooperation.</p>
<p>Number of UNCTs trained and number of countries in which an analysis of South-South cooperation gaps and assets was performed.</p>	<p>UNOSSC to offer training package to UNCT on integrating South-South and triangular cooperation modalities into the CCA and the UNSDCF.</p> <p>UNOSSC to support UNCT, if requested, to perform an analysis of South-South cooperation gaps and assets.</p>

¹²⁷ Outcome 4 of the action plan is not included here because it deals with global and regional South-South and triangular cooperation deliverables, activities and indicators

¹²⁸ These are among the 16 prioritized indicators from the UN system-wide strategy on South-South and triangular cooperation for sustainable development. Progress against these indicators is tracked globally through the QCPR Surveys (to Government, UN and RCs) and a UNOSSC Survey.

Number of South-South and triangular cooperation initiatives/programmes developed jointly by UNCTs or a specific agency in response to Member States requests; of those, number of joint programmes related to the COVID-19 crisis	UNCT could consider developing joint South-South and triangular cooperation initiatives and programmes in response to the Government's request, or a specific agency may develop such initiatives.
Number of UNCTs reporting on South-South and triangular cooperation initiatives and results, in annual UNCT reports, where applicable. Prioritized	UNCT could consider reporting on South-South and triangular cooperation initiatives and results, including through the UNCT results report.
<i>Outcome 2 – Output-level indicators</i>	<i>Recommended actions</i>
Number of Member States and national institutions receiving capacity development support in the context of developing national development strategies and relevant action plans. Prioritized	UNCT may consider providing capacity development support to Government and national institutions in the context of developing national development strategies and relevant action plans.
Number of countries in which relevant institutions/entities were supported.	UNCT may provide support to relevant country-level institutions and entities.
<i>–Outcome 3 - Output-level indicators</i>	<i>Recommended actions</i>
Number of knowledge-exchange platforms promoted and used by UNCTs.	UNCT may consider promoting and/or using knowledge-exchange platforms.

Number of South-South cooperation and triangular cooperation good practices identified, documented and published by UNCTs, including those submitted to South-South Galaxy.	UNCT may consider identification, documentation and publishing of South-South cooperation and triangular cooperation good practices, including through submission to South-South Galaxy.
Prioritized	
–Outcome 5 - Output-level indicators	Recommended actions
Number of new South-South cooperation and triangular cooperation partnerships established at the country level, number of countries concerned, and volume of financial and non-financial resources mobilized.	UNCT may consider establishing new South-South cooperation and triangular cooperation partnerships at the country level. UNCT may consider mobilising financial and non-financial resources.
Number of national funding mechanisms established (including through innovative instruments/new partners) related to the COVID-19 crisis) and the volume of resources mobilized.	UNCT may consider establishing national funding mechanisms (including through innovative instruments/new partners) related to the COVID-19 crisis).

Joint annual performance review undertaken	<ul style="list-style-type: none"> ➤ Updating data in UN-Info at year end. ➤ Completing annual performance review. ➤ Forging new messaging. 	<input type="checkbox"/> Integrate South-South and triangular cooperation progress on results, challenges, opportunities, and key South-South and triangular cooperation
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		stakeholders and learning into the annual performance review.
UN results prepared	country report	<p>➤ Focusing on a high-quality country results report that captures the full footprint of UN development results in support of the 2030 Agenda.</p> <p>☐ Integrate progress on South-South and triangular cooperation results, challenges, opportunities and learning into the annual UN country results report.</p>

6.1.1 Final country-level evaluations of South-South and triangular cooperation initiatives

The UN system-wide strategy recommends that, wherever possible and according to available resources, the UNCT may conduct final evaluations of South-South and triangular cooperation initiatives under the strategy to assess key results as part of the UNSDCF M&E process. Doing so will help to create a shared, open repository that can be used for secondary analysis across countries and complement research in different thematic areas taken forward by Southern and Northern research institutions and think tanks.

How to approach country-level evaluations of South-South and triangular cooperation

As in other parts of the CCA and UNSDCF processes, the UNCT may follow the 2019 UNSDCF internal guidance on how to undertake and organize M&E activities for tracking and reporting on the results of common country programming when seeking to undertake a country-level evaluation of South-South and triangular cooperation programmes. In addition, the following publications offer more specific examples of and approaches to M&E with a South-South and triangular cooperation focus. South-South Galaxy and South-South Global Thinkers knowledge hubs (discussed in section 3) are online spaces in which to further explore South-South and triangular cooperation evaluations.

Box 21. Methodologies and approaches for evaluating South-South and triangular cooperation			
“Monitoring and evaluation	<i>Evaluating South-South Cooperation in</i>	“Filling the knowledge gap in	“Developing an evaluation framework

mechanisms for South-South and triangular development cooperation: Lessons from Brazil for the 2030 Agenda” ¹²⁹	<i>Six Latin American and Caribbean Countries: Shared Challenges for Implementation of the 2030 Agenda for Sustainable Development</i> ¹³⁰	South-South cooperation: An evaluation framework and its application in China-Tanzania cooperation” ¹³¹	for South-South cooperation” ¹³²
Reviews M&E practices from different institutions involved in South-South and triangular cooperation in Brazil, with lessons, opportunities and challenges.	Offers methodologies for measuring and evaluating South-South cooperation that build on experiences and take into account the specificities and different forms of South-South cooperation.	Offers an evaluation approach, methods and M&E framework for South-South cooperation.	This presentation offers an overview of the South-South cooperation evaluation process and the questions that evaluators should ask at the outset of the evaluation.

6.2 Monitoring and reporting at regional level

How will regional South-South and triangular cooperation initiatives be monitored?

¹²⁹ UNDP, “Monitoring and evaluation mechanisms...”, October 2016. Available at <https://www.undp.org/publications/monitoring-and-evaluation-mechanisms-south-south-cooperation>.

¹³⁰ ECLAC, *Evaluating South-South Cooperation...*, November 2021. Available at <https://www.cepal.org/en/publications/47446-evaluating-south-south-cooperation-six-latin-american-and-caribbean-countries>.

¹³¹ China Institute for South-South Cooperation in Agriculture (CISSA)/College of Humanities and Development Studies (COHD), China Agricultural University, “Filling the knowledge gap...”, CISSA/COHD Research Report, No. 2, September, 2018. Available at <https://www.unsouthsouth.org/2018/09/14/filling-the-knowledge-gap-in-south-south-cooperation-an-evaluation-framework-and-its-application-in-china-tanzania-cooperation-2018>.

¹³² Lu, Jixia, “Developing an evaluation framework...”, China Agricultural University, China International Development Research Network, 2018. Available at https://www.unescap.org/sites/default/files/1-3_Lu_rev.pdf.

The *action plan for implementation of the United Nations system-wide strategy on South-South and triangular cooperation* includes a **list of recommended indicators** that offer regional UN entities **a barometer for determining the kinds of targets that UN** support through South-South and triangular cooperation should aim to meet at the regional level. These indicators, together with the set of deliverables and indicative activities, are aligned with the five outcomes of the *system-wide strategy on South-South and triangular cooperation*. They can facilitate the collection and analysis of information and data to inform monitoring and reporting by the DCO regional offices and UN entities at the regional level. These indicators may be modified as necessary to fit the regional context. The full set of deliverables, indicative activities and recommended indicators from the *action plan for implementation of the UN system-wide strategy on South-South and triangular cooperation* is presented in annex I, while key indicators are presented in Annex III.

The joint RCP secretariats will be a key interlocutor for discussions on how the monitoring of the implementation of the South-South and triangular cooperation strategy could be incorporated into existing RCP planning and reporting processes. In line with the UN System-Wide Strategy, the RCPs 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.

How will regional South-South and triangular cooperation initiatives be reported on by the UN system?

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 UN to delivering on the 2030 Agenda through South-South and triangular cooperation. At the regional level, and to avoid the creation of additional mechanisms, 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, such as the preparation of the annual regional *Results Report of the UN System*. It is now expected that future reports will focus more **on presenting the results of** South-South and triangular cooperation **initiatives jointly facilitated by the UN system at the regional level**, in line with the provisions of the [United Nations system-wide strategy on South-South and triangular cooperation for sustainable development](#) endorsed by the Secretary-General's Executive Committee.

The results of regional South-South and triangular cooperation initiatives can also be shared through existing UN knowledge exchange platforms.

ANNEXES

Annex I. Abbreviations and acronyms

AfDB	African Development Bank
BAPA	Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries
CCA	Common country analysis
DCO	Development Coordination Office
DESA	Department of Economic and Social Affairs
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECIS	Europe and the Commonwealth of Independent States
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
GSSD	Global South-South Development
IBC	Issue-based coalition

IBSA	India, Brazil and South Africa
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
JSDF	Japan Social Development Fund
LDC	Least developed country
LLDC	Landlocked developing country
MEL	Monitoring, evaluation and learning
MIC	Middle-income country
MPTF	Multi-Partner Trust Fund
M&E	Monitoring and evaluation
PGTF	Pérez-Guerrero Trust Fund for South-South Cooperation
PSG	Peer Support Group
QCPR	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
RCO	Resident coordinator office
RCP	Regional collaborative platform
SDF	Sustainable Development Framework

SDG	Sustainable Development Group
SDGs	Sustainable Development Goals
SIDS	Small island developing State
SSC	South-South cooperation
TrC	Triangular cooperation
UCSSIC	UNIDO Centre for South-South Industrial Cooperation
UNCT	United Nations country team
UNCTAD	United Nations Conference on Trade and Development
UNFSSC	United Nations Fund for South-South Cooperation
UNIDO	United Nations Industrial Development Organization
UNOSSC	United Nations Office for South-South Cooperation
UNPDF	United Nations Peace and Development Trust Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDPF	United Nations Sustainable Development Partnership Framework
WFP	World Food Programme

Annex II Checklists

Checklist 2. Milestones of the CCA*		
Milestone	CCA actions	Actions to integrate South-South and triangular cooperation
CCA methodology and workplan are developed	<ul style="list-style-type: none"> • Developing a shared vision, methodology and workplan that takes stock of expertise and resources for the CCA report, periodic reviews and specific thematic work over the UNSDCF implementation period. The workplan aims to align with other country- and regional-level processes. 	<ul style="list-style-type: none"> <input type="checkbox"/> Include expertise on South-South and triangular cooperation in the inter-agency team that leads the CCA process. <input type="checkbox"/> Engage UN regional and global South-South and triangular cooperation support mechanisms for the CCA workplan. <input type="checkbox"/> Gather South-South and triangular cooperation evidence and research from country-level stakeholders. <input type="checkbox"/> Plan timeline and resources needed for national stocktaking exercise. See box 2 for details.
Country-analysis support sourced from across the	<ul style="list-style-type: none"> ➤ Sourcing expertise from across the UN development system, regardless of physical location, to complement UNCT capacities. 	<ul style="list-style-type: none"> <input type="checkbox"/> Request specific additional South-South and triangular cooperation expertise, as

UN development system		<p>needed, through DCO regional director and UNOSSC.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reach out to entities at the global and regional levels through DCO and UNOSSC. <input type="checkbox"/> Work with UN entities and inter-agency networks/technical teams to gain analytical support for conducting an analysis of capacities, needs and assets to engage in South-South and triangular cooperation. <input type="checkbox"/> Use inter-agency technical teams' expertise on SDG-related data, information and statistics to identify South-South and triangular cooperation possibilities and enhance the CCA.¹³³
Evidence base established	➤ Accessing a range of updated reliable and disaggregated data	<ul style="list-style-type: none"> <input type="checkbox"/> Desk review and data collection by inter-agency team include a

* The UNSDG, “Cooperation Framework companion package” (May 2020), which complements the 2019 internal guidance on the Cooperation Framework, “provides tools, examples, templates and other resources” as it follows the stages of the UNSDCF programme cycle. Available at <https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEAsia/Docs/Misc/UNSC2/21%20Cooperation%20Framework%20Companion%20Package%20%282020%29.pdf>.

¹³³ SDG analysis, a key element of the country analysis, focuses on a systems approach to development across economic, social and environmental dimensions and is owned at the global, regional, national, subnational, rural and urban levels. Cross-border collaboration and regional collaboration are therefore of primary importance. The SDG analysis of trends, challenges and gaps is a useful entry point for integrating South-South and triangular cooperation into the UNSDCF. See “UNSDCF: Internal guidance” for further details.

<p>on key quantitative and qualitative indicators.</p> <ul style="list-style-type: none"> ➤ Identifying new sources and means of gathering evidence to address data gaps and applying a human rights-based approach to data collection. ➤ Agreeing on CCA data and a mechanism for horizon scanning that feeds into regular discussions on the monitoring of and reporting on the UNSDCF and joint workplans. 	<p>South-South and triangular cooperation perspective.</p> <ul style="list-style-type: none"> <input type="checkbox"/> RCO data portal includes South-South and triangular cooperation-related data that emerge from the assessment and analysis. <input type="checkbox"/> Research-team coordination of stakeholder engagement includes South-South and triangular cooperation partners. <input type="checkbox"/> Analysis updates include South-South and triangular cooperation.
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* The UNSDG “Cooperation Framework companion package” (May 2020), which complements the 2019 internal guidance on the Cooperation Framework, “provides tools, examples, templates and other resources” as it follows the stages of the UNSDCF programme cycle. Available at <https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEAsia/Docs/Misc/UNSC2/21%20Cooperation%20Framework%20Companion%20Package%20%282020%29.pdf>.

Checklist 3. Guiding questions on South-South and triangular cooperation for the CCA	
<input type="checkbox"/>	What are the institutional, human, technical and technological needs in the country that cooperation with other developing countries could help to meet?
<input type="checkbox"/>	What challenges facing the country require collective action at the subregional, regional, interregional and global levels?
<input type="checkbox"/>	What interests and priorities require South-South and/or triangular cooperation alliances and collective bargaining by the South, and what issues require international dialogue on a South-South, North-South or triangular-cooperation basis?
<input type="checkbox"/>	What sectors require South-South and/or triangular cooperation owing to a lack of readily accessible expertise, technology and/or funding solutions from either the South or the North?
<input type="checkbox"/>	What political, social and economic needs and challenges in the country relating to the SDGs and sustainable development would best be met through South-South and/or triangular cooperation (knowledge-sharing, experience and technology exchanges, cross-border initiatives and/or dialogue, treaties and agreements with other countries of the South or the North)?
<input type="checkbox"/>	What are the economic, social, environmental and/or political risks and opportunities presented by South-South and/or triangular cooperation in areas such as infrastructure development, knowledge-sharing, policy coordination and institutional capacity development?
<input type="checkbox"/>	What areas would benefit from regional integration and facilitation of South-South exchanges and coordination of macroeconomic policies among neighbouring countries to address common challenges? What areas require

	South-South agreements and actions, such as cross-border forest reserves, shared river basins, energy, pollution, interstate highways, customs services, Internet connectivity, wireless services and power pools?
<input type="checkbox"/>	Which countries could benefit from the country's expertise and/or technology, and which countries could help it to meet its own capacity needs?

Checklist 4. Guiding questions for assessing capacities to engage in South-South and triangular cooperation	
<input type="checkbox"/>	What are the capacity assets (in national and subnational governments, civil society, academia, the private sector) that the country wishes to market or share?
<input type="checkbox"/>	What are the country's productive capacities?
<input type="checkbox"/>	What capacity assets exist in neighbouring developing countries and/or regions that can offer assistance with capacity development in the target country?
<input type="checkbox"/>	What are the South-South policy frameworks and agreements (a) to which the country is a party, (b) to which the country is interested in being a party, (c) that the country has concluded, or (d) that the country needs to negotiate?
<input type="checkbox"/>	What national policies, laws and regulations could be improved to facilitate the country's engagement in South-South and/or triangular cooperation?
<input type="checkbox"/>	What is the possibility of establishing a national entity responsible for the coordination of South-South and triangular cooperation?
<input type="checkbox"/>	Does the budget for the CCA and UNSDCF elaboration processes include items (training, advocacy, awareness-raising material and experts) to support South-South and triangular cooperation integration into the national development planning process and CCA and UNSDCF elaboration?

Checklist 5. Guiding questions to identify potential South-South cooperation and triangular cooperation partners and stakeholders at the country level	
<input type="checkbox"/>	Which are the key government, donor, civil-society, private-sector, academic and international organizations and other actors that shape development priorities and influence South-South cooperation and/or triangular cooperation policies and initiatives and that have knowledge of the potential of South-South cooperation and/or triangular cooperation with regard to sustainable development?
<input type="checkbox"/>	Which of these actors would champion the integration of South-South cooperation and/or triangular cooperation into national development planning and the elaboration of the CCA and the UNSDCF?
<input type="checkbox"/>	Have any of these actors had or currently have South-South cooperation and/or triangular cooperation activities, plans or engagements with other actors/parties? If so, which ones and with whom?
<input type="checkbox"/>	Is there a common understanding among the (existing) Joint National-UN Steering Committee members, the UNCT and other actors of the need for and benefits of South-South cooperation and triangular cooperation and their integration into the national development planning process and CCA and UNSDCF elaboration?

Checklist 6. Milestones in designing the UNSDCF

Milestone	UNSDCF actions	Actions to integrate South-South and triangular cooperation
Catalytic development solutions for the country's achievement of the SDGs are identified	<ul style="list-style-type: none"> Jointly identifying the most critical (3 to 5) catalytic development solutions for 2030 that the UN development system is best placed to support, considering the role of other actors. 	<ul style="list-style-type: none"> <input type="checkbox"/> UN entities and the Government proactively involve South-South and triangular cooperation partners and stakeholders. <input type="checkbox"/> Resident Coordinator identifies and reaches out to regional DCO and UNOSSC for additional technical expertise through South-South and triangular cooperation, as identified by the Government and UNCT. <input type="checkbox"/> DCO regional director and UNOSSC facilitate engagement with relevant entities.
A theory of change prepared, moving from prioritized catalytic	<ul style="list-style-type: none"> ➤ Focusing on the CCA as the analytical foundation for the theory of change. ➤ UNCT identifying desired development changes and pathways of change for each of the 3 to 5 solutions, focused on 	<ul style="list-style-type: none"> <input type="checkbox"/> Resident Coordinator and UNCT incorporate CCA findings on South-South and triangular cooperation into dialogue with partners.

development solutions to determining UN contributions	<p>the greatest possible impact for SDG achievement in the country.</p> <ul style="list-style-type: none"> ➤ Jointly developing, agreeing on and facilitating ownership of the theory of change by the Government and relevant stakeholders. ➤ Involving and reflecting the needs of vulnerable and marginalized individuals and groups. ➤ Mapping roles and capacities of relevant stakeholders vis-à-vis the change pathways. ➤ Clearly identifying and agreeing on the strategic contribution of the UN development system to the catalytic solutions. 	<ul style="list-style-type: none"> <input type="checkbox"/> UNCT and the Government involve relevant South-South and triangular cooperation partners and stakeholders in the theory-of-change consultation process. <input type="checkbox"/> Resident Coordinator and UNCT, in documenting discussions and the emerging theory of change, ensure that South-South and triangular cooperation partners and stakeholders are fully informed and involved.
Risks and risk-management measures identified for successful UNSDCF implementation	<ul style="list-style-type: none"> ➤ Incorporating CCA multidimensional risk analysis into the theory of change. ➤ Classifying risks as external (risks to the country, to the UN) and internal (those emanating from UN interventions). ➤ Categorizing risks in terms of likelihood and impact. ➤ Identifying mitigating measures. 	<ul style="list-style-type: none"> <input type="checkbox"/> Resident Coordinator and UNCT incorporate CCA findings on South-South and triangular cooperation into dialogue with partners. <input type="checkbox"/> The Government, UNCT and South-South and triangular cooperation partners and stakeholders identify and discuss risks.

		<input type="checkbox"/> Risk monitoring by results groups of the current UNSDCF informs dialogue with the Government and South-South and triangular cooperation partners and stakeholders.
Theory of change translated into a results framework	<ul style="list-style-type: none"> ➤ Reflecting agreed priority outcomes in the UNSDCF that capture the totality of the UN development system footprint in a country. ➤ Clarifying roles and responsibilities of UN entities. ➤ Fostering partnerships and joint ownership of the results framework among the Government and stakeholders. ➤ Establishing a coordination mechanism to implement the UNSDCF. ➤ Using the results framework as the basis for accountability, monitoring and learning. 	<input type="checkbox"/> UNCT, the Government, and South-South and triangular cooperation partners and stakeholders discuss emerging results framework to ensure integration of identified areas of South-South and triangular cooperation, as appropriate.
A monitoring, evaluation and	<ul style="list-style-type: none"> ➤ Developing a MEL plan, outlining joint and agency-specific MEL activities, and 	<input type="checkbox"/> Government and UN system entities provide input to the

learning (MEL) plan established	<p>specifying roles, responsibilities and accountabilities.</p> <ul style="list-style-type: none"> ➤ Executing and informing the MEL plan through evaluation and learning needs assessments. ➤ Determining the most relevant and feasible indicators. ➤ Reviewing monitoring plans to ensure relevance and utility of selected indicators. ➤ Establishing a common definition and methodologies. ➤ Identifying data and monitoring gaps and strategies, and feedback loops. ➤ Setting up a means to monitor the context to inform the UNCT of changes affecting the UNSDCF implementation. ➤ Identifying key learning objectives. 	<p>MEL plan to integrate South-South and triangular cooperation-related outcomes, outputs, activities and indicators as identified in consultation with partners and stakeholders.</p>
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Checklist 7. Milestones in UNSDCF implementation, monitoring and learning and integration of South-South and triangular cooperation in UN entity-specific country programmes

Milestone	UNSDCF implementation, monitoring and learning actions	Actions to integrate South-South and triangular cooperation
UNSDCF governance and management structures and systems established and operationalized	<ul style="list-style-type: none"> • Setting up and operationalizing UNSDCF governance structure and meetings of results groups and membership, including non-present UN entities. 	<input type="checkbox"/> Integrate South-South and triangular cooperation expertise into the governance structure and as Member of the UNSDCF multi-stakeholder advisory board – where applicable.
UN-entity country programming instruments are developed	<ul style="list-style-type: none"> ➤ Finalizing country programming instruments, alignment of draft entity-specific country programmes with UNSDCF, and review and endorsement of country programmes and their publication. 	<input type="checkbox"/> Contextualize South-South and triangular cooperation outputs from the UN system-wide strategy and as determined in the CCA in the UN entity-specific country programmes.

Joint workplans prepared and endorsed by UNCT and Joint National-UN Steering Committee	<ul style="list-style-type: none"> ➤ Preparing joint workplans ➤ Capturing UNSDCF outcomes, outputs, resources, SDG targets and indicators, and system-wide markers. ➤ Involving entire UNCT in preparing joint workplans. ➤ Involving advisory and MEL groups. ➤ Ensuring that UN-entity contributions to the UNSDCF are clear and aligned to the theory of change and that gaps and overlaps are avoided. 	<ul style="list-style-type: none"> ☐ Integrate South-South and triangular cooperation into the preparation of joint workplans, as appropriate, through results groups and MEL groups, specifying data on performance indicators, baselines and targets.
<i>Joint workplans implemented, monitored and adapted</i>	<ul style="list-style-type: none"> ➤ Focusing on alignment of results-group membership with national structures. ➤ Ensuring that UNSDCF outputs are implemented by more than one UN entity. ➤ Implementing a MEL plan. ➤ Strengthening national/sector monitoring. ➤ Adjusting workplans as needed. ➤ Updating CCA and UNSDCF as appropriate. 	<ul style="list-style-type: none"> ☐ Monitor South-South and triangular cooperation programmes in entity-specific country programmes and joint workplans through results groups (focused on progress, challenges, opportunities, learning). ☐ Report periodically through the MEL group/UN-Info. ☐ Update CCA and UNSDCF South-South and triangular cooperation outputs as appropriate.

	➤ Tracking UNCT contributions to the 2030 Agenda.	
Joint annual performance review undertaken	➤ Updating data in UN-Info at year end. ➤ Completing annual performance review. ➤ Forging new messaging.	<input type="checkbox"/> Integrate South-South and triangular cooperation progress on results, challenges, opportunities, key South-South and triangular cooperation stakeholders and learning into the annual performance review.

Checklist 8. Catalytic actions and criteria to determine South-South and triangular cooperation outcomes at the country level	
<i>UNSDCF action: Selecting 3 to 5 national priorities on which to focus</i>	
<input type="checkbox"/>	Distinguish transnational challenges that require collective action from those that require a national response.
<input type="checkbox"/>	Determine the South-South and triangular cooperation agreements that the country could negotiate with its neighbours and other partners.
<input type="checkbox"/>	Determine the regional UNCT mechanisms to coordinate cross-border initiatives and advocate for national capacity development with a regional focus.
<input type="checkbox"/>	Build on patterns and trends in South-South flows of trade, investment, finance, social and other exchanges that could contribute to the identified South-South and triangular cooperation results areas.
<input type="checkbox"/>	Determine measures to fund cross-border initiatives and support resource mobilization.
<i>UNSDCF action: Ensuring that UNSDCF outcomes provide a collective support system for national development</i>	
<input type="checkbox"/>	Identify opportunities to access South-South and triangular cooperation development assistance, technology transfer and capacity development.
<input type="checkbox"/>	Include performance targets and indicators to increase subregional and regional public goods essential to South-South flows of trade, investment and other exchanges.

<i>UNSDCF action: Considering South-South and triangular cooperation in the planning and programming of UN entities</i>	
<input type="checkbox"/>	Pinpoint the solutions, knowledge, expertise, technologies and portfolio of partners related to the mandates and comparative advantages of UN entities that can be transferred/exchanged and included in UN development system platforms for South-South cooperation knowledge exchanges and provision of information about partnerships.
<input type="checkbox"/>	Ensure that proposed programmes identify opportunities for collective action of South-South cooperation peer learning; sharing of knowledge, experiences and/or resources; and/or technology transfer.
<input type="checkbox"/>	Ensure that proposed programmes identify risk factors hindering mutually beneficial South-South and triangular cooperation and include measures to address them.
<input type="checkbox"/>	Determine that South-South and triangular cooperation approaches to national programming are more cost-effective compared with those of other programming modalities.
<input type="checkbox"/>	Determine the most successful South-South and triangular cooperation programmes supported by UNCTs for possible scaling up in the country and beyond.
<i>UNSDCF action: Integrating M&E of South-South and triangular cooperation indicators into the MEL plan</i>	
<input type="checkbox"/>	Include South-South and triangular cooperation indicators in the UNSDCF results framework.

<input type="checkbox"/>	Ensure that M&E of UNSDCF implementation take into account the contributions of South-South and triangular cooperation in achieving the SDGs and national development goals.
<input type="checkbox"/>	Ensure that M&E of UNSDCF implementation take into account benefits and risks of South-South and triangular cooperation in least developed countries (LDCs), small island developing States (SIDS) and landlocked developing countries (LLDCs).
<input type="checkbox"/>	Assess the level of involvement of Southern institutions, experts, technologies and good practices in UNSDCF implementation.
<input type="checkbox"/>	Evaluate the level of cooperation among UN development system entities in supporting cross-border initiatives and in dealing with transnational challenges.
<input type="checkbox"/>	Assess the extent of UNCT support to subregional and regional integration.
<input type="checkbox"/>	Include the evaluation of the development impact of South-South collective action, peer learning, and exchanges of information, experiences and technology.

Checklist 9. Milestones of the UNCT configuration exercise

Milestone	Actions of UNCT configuration exercise	Actions to integrate South-South and triangular cooperation
Assessment of entity-specific capacities undertaken and discussed	<ul style="list-style-type: none"> • Mapping of UN-entity (global, regional and country level) offerings, reflecting potential contribution, capacity, expertise and resources, including operational resources that could lead to cost and quality efficiencies. • Considering gaps, synergies and overlaps in capacities, and operational resources to inform UNCT configuration. 	<ul style="list-style-type: none"> <input type="checkbox"/> Consider South-South and triangular cooperation expertise and potential contribution among UN partners' support for this exercise at the country level. <input type="checkbox"/> Ensure that support and information exchange for non-resident UN entities include a South-South and/or triangular cooperation perspective. <input type="checkbox"/> UN entities integrate their South-South cooperation and triangular cooperation capacities into their draft statement of capacities and plans to deliver on the UNSDCF commitments and operational efficiencies.
Concept paper on UNCT configuration prepared	<ul style="list-style-type: none"> ➤ Preparing the concept paper on the UNCT configuration: (a) statement of contributions of individual entities; (b) differences 	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure that UN entities' South-South and triangular

between existing and proposed configuration; (c) resources required for the additional capacity; (d) time frame for implementing configuration changes (collectively and individually); and (e) monitoring of implementation.

cooperation capacities are reflected in the concept paper.

Checklist 10. Guiding questions to assess the UNCT configuration for capacities needed for South-South and triangular cooperation	
<input type="checkbox"/>	What kind(s) of South-South cooperation and triangular cooperation expertise will the UNCT need, as determined in the CCA, to deliver on the UNSDCF? From which UN entities can they be sourced?
<input type="checkbox"/>	To what extent does the new UNSDCF imply a major increase in support capacity for South-South and triangular cooperation based on the CCA, and what would that require?
<input type="checkbox"/>	To what extent could South-South and triangular cooperation services to support capacity be delivered by UN entities in the country?
<input type="checkbox"/>	To what extent is the UNCT aware of the content of mandates requesting the provision of UN development system support for South-South and triangular cooperation?
<input type="checkbox"/>	To what extent is the UNCT aware of (and to what extent does it have access to) good practices in both South-South cooperation and triangular cooperation pertaining to the SDGs? Does the UNCT have the capacities to support South-South and triangular cooperation initiatives?
<input type="checkbox"/>	To what extent does the UNCT have the capacity to support cross-border initiatives that benefit a large number of developing countries, South-South collective action in addressing transnational challenges, and technical and economic cooperation among developing countries through increased exchanges of technical expertise?
<input type="checkbox"/>	Does the UNCT have adequate capacity to guide and undertake the integration of South-South and triangular cooperation into the CCA and UNSDCF elaboration processes? If not, is it possible to involve UNOSSC or external experts?
<input type="checkbox"/>	To what extent does the UNCT have the capacity to foster South-South cooperation intraregional partnerships among LDCs, middle-income countries (MICs), LLDCs and SIDS?

Checklist 11. Integrating South-South and triangular cooperation into CCAs and UNSDCF: Suggested quality-assurance questions	
Common Country Analysis	
<input type="checkbox"/>	<ul style="list-style-type: none"> o Does the CCA include an assessment of the country's capacity assets (in national and subnational governments, civil society, academia, the private sector), including those with a potential for knowledge-sharing? o Does the CCA include an assessment of the capacities that the country wishes to share to the benefit of other countries?
<input type="checkbox"/>	Does the CCA include an analysis of the institutional, human, technical and technological needs in the country that cooperation with other developing countries could help to meet?
<input type="checkbox"/>	Does the CCA include an analysis of the political, social and economic needs and challenges in the country relating to the 2030 Agenda that would be best addressed through South-South and/or triangular cooperation?
<input type="checkbox"/>	<p>Does the CCA include an analysis of the common challenges* faced by the country with neighbouring countries and that would benefit from regional integration or the facilitation of South-South exchanges, or that would be best addressed through the coordination of macroeconomic policies?</p> <p><i>* such as cross-border forest reserves, shared river basins, energy, pollution, interstate highways, customs services, Internet connectivity, wireless services and power pools?</i></p>
UNSDCF	
<input type="checkbox"/>	Does the UNSDCF distinguish transnational challenges that require collective action from those that require a national response?
<input type="checkbox"/>	<ul style="list-style-type: none"> o Does the UNSDCF identify opportunities for the country to access South-South cooperation support, technology transfer or capacity development in response to some of the capacity gaps identified in the CCA?

	<ul style="list-style-type: none"> o If not, can the Peer Support Group think of a country in the region or a regional institution that could provide required technical assistance or expertise?
<input type="checkbox"/>	<ul style="list-style-type: none"> o Does the UNSDCF spell out activities such as peer learning, sharing of knowledge and experiences and/or technology transfer that will be implemented through South-South and/or triangular cooperation, with support from the UNCT, and are these reflected in the UNSDCF results framework? o If not, can the Peer Support Group suggest the integration of such activities?
<input type="checkbox"/>	Does the budget for the CCA and UNSDCF elaboration processes include items (training, advocacy, awareness-raising material and experts) to support integration of South-South and triangular cooperation into the national development planning process and CCA and UNSDCF elaboration?

Checklist 12. Proposed steps for positioning South-South and triangular cooperation in RCP processes:		
Step or process	Responsibilities of regional UN entities	Proposed steps for South-South and triangular cooperation integration
CCA preparation (<i>see also Checklist 3 and 4</i>)		
Stakeholders/partnerships/analysis of capacity gaps	<p>Regional Peer Support Group works to support the design of CCAs.</p> <p>Regional Peer Support Groups and regional commissions support the UNCTs, upon request, for the mapping of cross-border and regional stakeholders with potential for engagement in South-South and/or triangular cooperation with the country.</p>	<p>Complimenting actions outlined in Checklist 3, 4 and 5:</p> <ul style="list-style-type: none"> □ Identify the country(ies) or regional stakeholders that possess the relevant expertise to bridge capacity gaps and are willing to share this expertise and knowledge. □ Consult with these countries and regional stakeholders on their willingness to benefit from, or share, this expertise through South-South and/or triangular cooperation.
UNSDCF preparation (<i>See also Checklist 7</i>)		
Identification of catalytic development solutions for the country's achievement of SDGs	Regional Peer Support Group works with its members to support the design of UNSDCF	Complimenting actions outlined in Checklist 7, ensure that the UNCT takes due consideration of the possibility of using South-South and triangular

Checklist 12. Proposed steps for positioning South-South and triangular cooperation in RCP processes:		
Step or process	Responsibilities of regional UN entities	Proposed steps for South-South and triangular cooperation integration
		<p>cooperation in response to certain country needs:</p> <ul style="list-style-type: none"> □ Propose the capacity development initiatives involving horizontal exchange of knowledge and experiences between country's stakeholders and other countries or regional institutions that can help to address national capacity gaps. □ Consult with concerned stakeholders in the country and in the region regarding their willingness to benefit from, or share, their knowledge and expertise through South-South and/or triangular cooperation.
RCP strategic planning and programming		
Needs assessment	RCP members agree on a diagnostic of key needs and demands in the region or at the national level for their support and services.	<ul style="list-style-type: none"> □ Based on the mapping of priorities common to most countries, identify the priorities that can be addressed (partly or fully) through capacity-building or the sharing of knowledge and expertise.

Checklist 12. Proposed steps for positioning South-South and triangular cooperation in RCP processes:		
Step or process	Responsibilities of regional UN entities	Proposed steps for South-South and triangular cooperation integration
		<ul style="list-style-type: none"> □ Identify, in the region, countries or institutions where relevant knowledge and expertise are available. □ From this, identify opportunities for joint South-South and/or triangular cooperation initiatives that can help to address capacity-building and knowledge-sharing requests.
Needs assessment	Regional UN entities, with support from UNOSSC, identify key priorities and needs from UNCT and Members States.	<ul style="list-style-type: none"> □ Map all the requests for capacity-building through South-South and/or triangular cooperation that have been explicitly identified in existing UNSDCF and CCAs. □ Identify the capacity-building support requests that may be addressed through the organization of knowledge exchange visits between two or more countries of the region or between countries of the region and other regions. □ Organize deep-dive sessions for UNCT facilitated by experts on South-South cooperation to prioritize focus areas

Checklist 12. Proposed steps for positioning South-South and triangular cooperation in RCP processes:		
Step or process	Responsibilities of regional UN entities	Proposed steps for South-South and triangular cooperation integration
		and to be responsive to national priorities.
RCP programming	<p>UNOSSC supports members of RCP to review CCAs to conduct an analysis of capacity assets in the region that could be relevant for other countries.</p> <p>Regional UN entities agree on key results areas and workplan deliverables.</p>	<ul style="list-style-type: none"> □ Identify the solutions, knowledge, expertise and technologies that exist in the region in countries or regional entities and that can be transferred/exchanged to address key capacity gaps. □ Identify what would be the best modality for capacity-building through South-South and/or triangular cooperation (e.g., peer learning, technical cooperation, knowledge-sharing event, exposure visits). □ Consult with concerned stakeholders in-country and in the region regarding their willingness to benefit from, or share, their knowledge and expertise through South-South and/or triangular cooperation.
Specific RCP workplan features/sections		
Strategic vision statement	Regional UN entities agree on the key	<ul style="list-style-type: none"> □ Consider the possibility of highlighting South-South and triangular

Checklist 12. Proposed steps for positioning South-South and triangular cooperation in RCP processes:		
Step or process	Responsibilities of regional UN entities	Proposed steps for South-South and triangular cooperation integration
	strategic directions to drive the work of the RCP.	cooperation as strategic implementation modalities to support the work of the members of regional collaborative platform and/or issue-based coalitions.
Region-specific success indicators, by result area (in line with indicators for the UN system-wide strategy on South-South and triangular cooperation)	Regional UN entities agree on key indicators for key result areas of the workplan.	<p>Think about:</p> <ul style="list-style-type: none"> □ The opportunity to include deliverables and targets related to planned regional or subregional knowledge-sharing or policy-relevant events and other regional South-South and triangular cooperation initiatives. □ Including relevant indicators of the <i>action plan for implementation of the UN system-wide strategy on South-South and triangular cooperation</i> in the RCP workplan (see annex II).
RCP efficiency	Regional UN entities agree on key efficiency measures	Consider the possibility of establishing a South-South and triangular cooperation focal point or working group within the RCP architecture.
RCP reporting		

Checklist 12. Proposed steps for positioning South-South and triangular cooperation in RCP processes:		
Step or process	Responsibilities of regional UN entities	Proposed steps for South-South and triangular cooperation integration
Preparation of the Regional Results Report of the UN System	All RCP members contribute to annual regional results reports on system-wide activities.	<p>Think about:</p> <ul style="list-style-type: none"> <input type="checkbox"/> What are the key capacity-building initiatives and events that have been jointly supported by regional UN entities through the facilitation of South-South and/or triangular cooperation initiatives, and what was achieved? <input type="checkbox"/> What are the key partnerships that have been established, with support from IBCs, between and among countries at the regional or subregional level for the purpose of advancing SDG-related regional agendas? <input type="checkbox"/> What particular deliverables of the RCP and IBC workplans related to South-South and triangular cooperation have been delivered, and what was achieved? <input type="checkbox"/> What are the specific indicators of the <i>action plan for implementation of the UN system-wide strategy on South-South and triangular cooperation</i> that

Checklist 12. Proposed steps for positioning South-South and triangular cooperation in RCP processes:		
Step or process	Responsibilities of regional UN entities	Proposed steps for South-South and triangular cooperation integration
		need to be reported to UNOSSC or through the DESA QCPR surveys?

Checklist 13. Positioning South-South and triangular cooperation in Development Account projects: Guiding questions	
Responsibilities of regional UN entities	Guiding questions for South-South and triangular cooperation integration
Regional UN entities prepare the design of new Development Account projects.	<p>Consider the following questions to determine if South-South cooperation or triangular cooperation is the best modality for delivering new Development Account projects:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are there countries in the region that share a similar capacity gap constraining their achievement of one or several SDGs or that are faced with a common regional challenge (e.g., climatic, economic, social) and that have requested support to address this capacity gap? <ul style="list-style-type: none"> Who are the specific country stakeholders, including civil society organizations, academia and the private sector, that may benefit from capacity-building support? <input type="checkbox"/> Is there a country (or several countries) in the region (or in other regions or in the North) that possesses (possess) the relevant expertise, knowledge and/or experience in an area that could help to address this capacity gap, and is/are this/these country/ies willing to share this knowledge? <ul style="list-style-type: none"> What are the key institutions in that country/countries that possess the required knowledge and expertise? Would they require any prior assistance before engaging in knowledge exchange activities? <input type="checkbox"/> After consultation on the development project concept, are all these potential partners willing to help to address their capacity gap through South-South cooperation or triangular cooperation?

Checklist 14. Guiding questions to assess the RCP configuration for capacities needed for South-South and triangular cooperation	
<input type="checkbox"/>	What kind of South-South and triangular cooperation expertise is currently available within the regional collaborative platform, issue-based coalitions and the Peer Support Group?
<input type="checkbox"/>	To what extent are the members of the RCP, IBCs and Peer Support Group aware of the UN mandate to provide support for, and through, South-South and triangular cooperation?
<input type="checkbox"/>	To what extent are the members of the RCP, IBCs and the Peer Support Group aware of good practices in South-South and triangular cooperation pertaining to the SDGs? Do they have the capacities (expertise, time,) to support South-South and triangular cooperation initiatives?
<input type="checkbox"/>	Do the Peer Support Group and issue-based coalitions have adequate capacity to guide and undertake the integration of South-South and triangular cooperation into the CCA and UNSDCF elaboration processes?
<input type="checkbox"/>	To what extent does the quality assurance process for a new CCA and UNSDCF adequately assess the extent to which South-South and triangular cooperation are adequately considered in these documents?
<input type="checkbox"/>	To what extent does the work of the RCP and IBCs imply a major increase in requests for capacity-building through South-South and triangular cooperation, based on the review of existing CCAs or the UNSDCF?
<input type="checkbox"/>	To what extent do the RCP and IBCs have the capacity to facilitate the identification of South-South and triangular cooperation partners and to foster South-South and triangular cooperation intraregional partnerships?
<input type="checkbox"/>	To what extent do the RCP and IBCs have the capacity to support cross-border initiatives that benefit a large number of Southern countries, South-South collective action in addressing transnational challenges, and technical and economic cooperation among developing countries through increased exchanges of technical expertise?

Checklist 15. Milestones in designing the UNSDCF funding framework

Milestone	Actions relating to the funding framework	Actions to integrate South-South and triangular cooperation
Joint resource mobilization initiated	<ul style="list-style-type: none"> ➤ Preparing the joint resource mobilization strategy. ➤ Exploring and setting up pooled funding mechanisms, as appropriate. 	<ul style="list-style-type: none"> <input type="checkbox"/> Integrate South-South and triangular cooperation budget needs, as appropriate, into the joint resource mobilization strategy and into discussions on setting up a country-level pooled fund to support the UNSDCF.

Checklist 16. Guiding questions to identify potential South-South and triangular cooperation partners and stakeholders at the regional level	
<input type="checkbox"/>	In the region, which are the key governments, donors, civil society organizations, private-sector actors, academic and international organizations, and other actors that shape development priorities and influence South-South and triangular cooperation policies and initiatives?
<input type="checkbox"/>	Which of these actors would champion the use of South-South and triangular cooperation as a modality to transfer their knowledge and expertise on SDG-relevant topics and issues and engage in capacity-development, peer-learning or technical assistance activities?
<input type="checkbox"/>	Have any of these actors had, or currently have, South-South and triangular cooperation activities, plans or engagements with other actors/parties? If so, which ones and with whom?
<input type="checkbox"/>	Is there a common understanding among these actors of the need for and benefits of South-South and triangular cooperation?
<input type="checkbox"/>	What are the concrete modalities through which a partnership may be established between these actors(regional commission or regional office of a UN entity/entities)?

Annex III. Action plan for implementation of the UN system-wide strategy on South-South and triangular cooperation

Annex IV - List of priority indicators to track progress in the implementation of the UN system-wide strategy on South-South and triangular cooperation for sustainable development

(Data are gathered for 16 indicators that have been identified as “prioritized” indicators by the Inter-Agency Mechanism for South-South and Triangular Cooperation at the global level to keep the process pragmatic, practical and manageable for UN entities.)