

Annex 4.
Midterm Review of the United Nations Office for South-South Cooperation Strategic Framework, 2022–2025

I. Introduction

1. The present report contains the main findings of the midterm review (MTR) of the United Nations Office for South-South Cooperation (UNOSSC) strategic framework, 2022–2025, which was conducted by an independent expert as a forward-looking exercise within the framework of the MTR of the United Nations Development Programme (UNDP) Strategic Plan, 2022–2025. The UNOSSC MTR, which covers 2022 and 2023, assessed the effectiveness of the UNOSSC implementation of its strategic framework, achievement of results and delivery of planned development services. The report is submitted in response to decision 2018/5 of the Executive Board of UNDP, the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS), in which the Board requested annual updates on the results achieved by UNOSSC. This is the second update during the implementation of the strategic framework. UNDP has been hosting UNOSSC as the focal point for South-South cooperation and triangular cooperation on a global and United Nations system-wide basis since 1974.
2. The review process employed a participatory and consultative approach, engaging with a wide range of UNOSSC beneficiaries and partners to collect data, formulate recommendations and identify lessons learned. The MTR expert gathered data from multiple sources, including a review of 121 relevant documents, semi-structured interviews with 36 stakeholders, and an online survey to which there were 80 responses from UNOSSC partners. The sampling strategy involved purposive sampling for interviews and stratified sampling for the survey, ensuring diverse representation across stakeholder groups, gender, social inclusion, and regions. Cross-cutting issues, including gender and human rights, were integrated throughout the methodology, data analysis, findings, conclusions, and recommendations.
3. The MTR findings reported here are organized in the order of the three outcomes of the UNOSSC strategic framework, 2022–2025.

II. Context

4. The coronavirus disease (COVID-19) pandemic, along with the conflicts in Ukraine and Gaza, has led to a multitude of crises. These events have disturbed global food and energy markets, driven inflation, disrupted supply chains, heightened security threats and intensified humanitarian emergencies, and they have impeded progress on the Sustainable Development Goals across the Global South. The Sustainable Development Goals Progress Chart 2023¹ reveals that among the assessable Goal targets, a mere 15 per cent are on track to be achieved by 2030.
5. *World Economic Situation and Prospects 2024* states that “global GDP [gross domestic product] growth is projected to slow from an estimated 2.7 per cent in 2023 to 2.4 per cent in 2024... Growth prospects for many developing countries, especially vulnerable and low-income countries, have remained weak, making a full recovery of pandemic losses ever more elusive” (p. vii). “The least developed countries (LDCs) are projected to grow by 5 per cent in 2024, up from 4.4 per cent in 2023 but still well below the 7 per cent growth target set in the SDGs [Sustainable Development Goals]” (p. ix). The World Bank Report *Global Economic Prospects, January 2024*, forecasts a continuation of this trend, projecting a deceleration of global growth to 2.4 per cent in 2024, marking the third year of

¹ Available at <https://unstats.un.org/sdgs/report/2023/progress-chart/Progress-Chart-2023.pdf>.

successive slowdown: “The outlook for emerging markets and developing economies with pronounced vulnerabilities remains precarious” (p. xvii). The *Financing for Sustainable Development Report 2024: Financing for Development at a Crossroads* highlights that “many countries are faced with tight fiscal constraints and high risks of debt distress, with the median debt service burden for LDCs rising from 3.1 per cent of revenue in 2010 to 12 per cent in 2023 – the highest level since 2000” (p. xiv).

6. *The 2024 UNDP Trends Report: The Landscape of Development* notes that “countries of the Global South are voicing their disillusion with the multilateral system and developing their own alliances and positions. Beyond conflict, geopolitical tensions are making themselves felt in global trade patterns and volumes, increasing the risks of a fragmenting global order” (p. 9).
7. Moreover, the Global South is grappling with a myriad of interwoven crises that threaten the path to sustainable development. LDCs, landlocked developing countries (LLDCs) and small island developing States (SIDS), particularly, are facing severe socioeconomic impacts of the COVID-19 pandemic, ongoing conflicts, and adverse climate-change impact.
8. South-South cooperation, once a nascent concept, has blossomed into a robust framework for developmental solidarity among countries of the Global South. As evident during COVID-19 response and recovery, South-South cooperation can make a meaningful difference. The 2023 report of the United Nations Secretary-General on the state of South-South cooperation (A/78/290) noted the pivotal role played by Southern development banks in funding the pandemic recovery efforts in developing countries (para. 8). The report of the UNDP Administrator to the twenty-first session of the High-level Committee on South-South Cooperation (HLC/SSC) states that “across the global South, such cooperation was central to policies and strategies to address crises and work towards peace and prosperity for all on a healthy planet, as set forth in the 2030 Agenda for Sustainable Development” (SSC/21/1, para. 10).
9. UNOSSC collaborated with partners to further advance the South-South and triangular cooperation agenda at the policy and practical levels. The Office led or collaborated on numerous strategic and high-level events, resulting in the adoption of crucial commitments and resolutions. Events such as the eleventh Global South-South Development (GSSD) Expo, the thirteenth South-South Cooperation Directors General Forum for Sustainable Development (DG Forum), the Sustainable Development Goals Summit, the Fifth United Nations Conference on the Least Developed Countries (LDC5) and the twenty-first session of the HLC/SSC were instrumental in that regard.
10. UNOSSC has played and is committed to continue playing a critical role in promoting and advocating for South-South cooperation and triangular cooperation. Fulfilling its mandate and the commitments expressed in the outcome document of the second High-level United Nations Conference on South-South Cooperation (BAPA+40), UNOSSC will continue working with countries of the Global South and also the North, with the support of United Nations entities, to scale up and strengthen South-South and triangular cooperation for the achievement of the Sustainable Development Goals. It stands ready to work with all Member States, United Nations entities and development partners to scale up and strengthen South-South and triangular cooperation for sustainable development, including through its substantive secretariat support to the HLC/SSC. Responding to the call from Member States in the outcome document of the Third South Summit, UNOSSC will continue to work as the articulator of South-South cooperation in the United Nations system and increase its involvement in supporting South-South cooperation initiatives of developing countries.

III. Main Findings

Results against Outcome 1. Policies to advance South-South and triangular cooperation are strengthened through effective, evidence-based support to intergovernmental processes, multi-stakeholder dialogues and reporting.

11. UNOSSC advanced South-South and triangular cooperation through its support for intergovernmental processes for both cooperation modalities. About 63 per cent of the respondents to the MTR online survey rated UNOSSC as highly effective or effective in facilitating intergovernmental processes for South-South and triangular cooperation, a strong vote of confidence in the work of UNOSSC in this area.

Policy Integration and Implementation of High-level Recommendations

12. UNOSSC actively advocated for the integration of South-South and triangular cooperation into key United Nations policy frameworks and processes, such as the quadrennial comprehensive policy review, the United Nations Sustainable Development Cooperation Framework (UNSDCF) and the voluntary national review. The Office worked with Member States and United Nations entities to operationalize the recommendations of BAPA+40.² It also contributed to the development and implementation of the United Nations system-wide strategy on South-South and triangular cooperation for sustainable development, 2020–2024, aimed at enhancing the coherence, coordination and impact of United Nations support to South-South and triangular cooperation. The Office further provided guidance and tools to United Nations country teams and other entities to mainstream South-South and triangular cooperation into their planning, programming and reporting processes. It also monitored and reported on the implementation of recommendations pertaining to South-South and triangular cooperation from the BAPA+40 outcome document, the United Nations system-wide strategy on South-South and triangular cooperation, and other high-level mandates. Moreover, it provided substantive support to the HLC/SSC,³ resulting in actionable decisions and recommendations for Member States and United Nations entities and followed up on their implementation through its policy advocacy, capacity-building and knowledge-management activities.
13. UNOSSC efforts led to the continued recognition and integration of South-South and triangular cooperation into United Nations resolutions, with the General Assembly adopting 24 resolutions integrating South-South and triangular cooperation perspectives in 2022 and 27 in 2023. Furthermore, the Office made significant progress in implementing the recommendations from the reports of the United Nations Secretary-General on the state of South-South cooperation, completing the implementation of 33 per cent of the recommendations by 2023 out of a target of 60 per cent by the end of 2025.⁴

Development of Analytical Tools for Policymaking

14. In 2022 and 2023, UNOSSC produced and disseminated a total of 5 mandated reports and 13 other multi-stakeholder reports to inform South-South and triangular cooperation policymaking and

² Previously, UNOSSC had provided substantive inputs and support to the drafting and negotiation of the BAPA+40 outcome document, which provided a comprehensive framework for scaling up South-South and triangular cooperation towards the achievement of the Sustainable Development Goals.

³ UNOSSC has served as the secretariat for the High-level Committee on South-South Cooperation and has supported the drafting and negotiation of General Assembly resolutions on South-South cooperation. These provide important mandates and recommendations to guide the work of the United Nations system on South-South cooperation.

⁴ This pertains only to recommendations in reports of the Secretary-General that relate to UNOSSC.

programming. They include the series titled *Good Practices in South-South and Triangular Cooperation for Sustainable Development*, which has showcased proven solutions and lessons learned from South-South and triangular cooperation initiatives across regions and sectors. The Office has also produced thematic research papers and policy briefs on topics such as South-South and triangular cooperation for climate action, digital transformation and COVID-19 recovery, produced in collaboration with think tanks and experts from the Global South. Other products include the guidance note and toolkit for integrating South-South and triangular cooperation into voluntary national reviews, which were shared with Member States and presented at a side event of the 2023 high-level political forum on sustainable development. The Office also maintained and expanded its South-South Galaxy platform, which serves as a digital repository and knowledge hub for South-South and triangular cooperation solutions, partners and resources. The platform now has over 500 registered institutions and features more than 950 good practices. Furthermore, UNOSSC launched the establishment of a South-South Solutions Lab to co-create and incubate innovative South-South and triangular cooperation solutions based on data and evidence and conducted research and analysis on South-South and triangular cooperation trends, modalities and good practices to inform policy and programming (e.g., studies on triangular cooperation, personnel exchange).

Engagement of Member States and Others

15. UNOSSC continued to provide vital secretariat support to the HLC/SSC, a subsidiary body of the General Assembly. The Office actively supported global forums to advance South-South and triangular cooperation policymaking, including the resolution on South-South cooperation of the Second Committee of the seventy-seventh session of the General Assembly in 2022 (77/185) and five global forums in 2023, such as the twenty-first session of the HLC/SSC, the 78th session of the General Assembly, and the Group of 77 (G77) and China summit and annual meeting. Additionally, UNOSSC convened a significant number of thematic policy dialogues, with 10 dialogues organized in 2022 on topics such as South-South and triangular cooperation for LDCs, SIDS, integration into voluntary national reviews and enhancing triangular cooperation, and 10 dialogues in 2023 at the global and regional levels on issues such as South-South and triangular cooperation for LDCs, Sustainable Development Goals, climate action and voluntary national reviews, demonstrating its commitment to facilitating policy discussions on key South-South and triangular cooperation themes. The Office provided substantive and logistical support to the Office of the Chair of the Group of G77, organized high-level events and dialogues in partnership with Member States and groupings,⁵ and offered capacity development and technical assistance to strengthen South-South and triangular cooperation institutions, policies and programmes. UNOSSC also facilitated access by Member States to catalytic funding and partnerships for South-South and triangular cooperation through trust-fund projects and provided substantive and technical support to Member States in their South-South and triangular cooperation policymaking and programming efforts through advisory services, capacity-building and knowledge-sharing.
16. UNOSSC served as the substantive secretariat to the HLC/SSC Bureau in the successful convening of the twenty-first session of the HLC/SSC, which led to the adoption of key decisions and resolutions.

⁵ Examples include the South-South Cooperation DG Forum at the GSSD Expo, which convened heads of South-South and triangular cooperation institutions from over 60 countries to discuss trends, challenges and opportunities for South-South and triangular cooperation; a leadership roundtable on the role of South-South and triangular cooperation in COVID-19 recovery and SDG acceleration at the high-level political forum; and a ministerial meeting co-hosted with the Government of Bangladesh and the Economic and Social Commission for Asia and the Pacific and co-organized with the Government of Qatar, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, and other partners on South-South and triangular cooperation at LDC5.

The HLC/SSC is the main policymaking body on South-South cooperation in the United Nations system. The thematic discussion of the twenty-first session focused on “accelerating the recovery from the coronavirus disease (COVID-19) pandemic and the implementation of the 2030 Agenda for Sustainable Development through South-South and triangular cooperation”. Deliberations demonstrated the catalytic role of South-South and triangular cooperation and that the global polycrisis inspired robust collaboration among the countries of the Global South to support the recovery from the pandemic and to accelerate the achievement of the Sustainable Development Goals.

Promotion of Gender Equality and Inclusivity

17. UNOSSC made efforts to mainstream gender equality and inclusivity across its activities. For example, it organized high-level events and dialogues highlighting the importance of gender equality and women's empowerment in South-South and triangular cooperation,⁶ supported capacity-development and knowledge-sharing initiatives for women-led South-South and triangular cooperation institutions and networks,⁷ integrated gender-related targets into trust-fund projects, and highlighted gender-responsive South-South and triangular cooperation solutions and best practices in publications and events. UNOSSC also collaborated with UN-Women to advocate for gender equality in South-South and triangular cooperation policy dialogues and frameworks; promoted inclusivity by targeting South-South and triangular cooperation support to LDCs, LLDCs, SIDS and crisis-affected countries; engaged diverse stakeholders; and advocated for the integration of gender equality and inclusivity into United Nations system-wide efforts on South-South and triangular cooperation through its coordination and capacity-building roles.

Opportunities for Improvement

18. Alongside those achievements, MTR participants identified opportunities for improvement. Several MTR participants highlighted the limited awareness and understanding of South-South cooperation and triangular cooperation among stakeholders, particularly at the country level. While UNOSSC played a substantive role in intergovernmental discussions and policy documents on South-South and triangular cooperation, its direct engagement with Member States took place mostly at the Headquarters level, with limited capacity for systematic outreach and support at the regional and country levels. To address that challenge, MTR participants suggested that UNOSSC needs to strengthen its partnerships with United Nations country teams, regional hubs of United Nations agencies, regional organizations and local stakeholders as well as facilitate multi-stakeholder policy dialogues at the regional and country levels to promote South-South and triangular cooperation. In 2023, UNOSSC initiated efforts on that front, which included the development of a regional engagement plan, which outlines priorities that UNOSSC will undertake to deepen support for South-South and triangular cooperation at the regional level.
19. MTR participants identified “monitoring, evaluation, and reporting on SS & TrC” at the global level as a key weakness. The lack of robust data and evidence on the impact and effectiveness of South-South and triangular cooperation initiatives makes it difficult to learn from successes and failures and to make informed decisions about future investments and policies. MTR participants identified gaps in the tools and methodologies for measuring and evaluating South-South cooperation, including its contributions to the achievement of the Sustainable Development Goals. Strengthening the evidence base on South-South cooperation impacts and effectiveness is an area that requires further work. In that area, UNOSSC has been supporting the United Nations Conference on Trade and Development (UNCTAD) (co-

⁶ Examples include the High-level Forum on Women in South-South Cooperation and the side event on "SSC for Gender Equality and Women's Empowerment" at the 2021 high-level political forum.

⁷ Examples include the Forum for Indian Development Cooperation and the Network of Southern Think Tanks.

custodian of Sustainable Development Goal indicator 17.3.1) to develop capacity to measure using the new conceptual framework adopted by the United Nations Statistical Commission in 2022. UNOSSC leveraged its network of development cooperation agencies to develop national capacities under that initiative. However, MTR participants believed that there are opportunities for UNOSSC to further help to address that gap by developing and promoting standardized methodologies and tools for measuring and reporting on South-South and triangular cooperation in collaboration with relevant United Nations entities, international organizations, academia and think tanks. The Office could also work to strengthen the capacities of South-South and triangular cooperation institutions, including United Nations agencies, to undertake rigorous monitoring and evaluation (M&E) to improve their programmes and policies.

20. While UNOSSC made efforts to mainstream gender equality and inclusivity in its South-South and triangular cooperation initiatives, MTR participants suggested that the Office could adopt a more systematic approach to integrate these principles as cross-cutting priorities across all areas of work. That could involve leveraging the UNOSSC convening power and normative mandate to foster regular and substantive policy dialogues with Member States, developing targeted tools and methodologies for assessing the differential impacts of South-South cooperation and triangular cooperation on women and marginalized groups, identifying and scaling up good practices in gender-transformative and inclusive South-South and triangular cooperation, and advocating for greater attention to gender equality and inclusivity in South-South and triangular cooperation policy dialogues and frameworks at all levels.

Results against Outcome 2. The capacity of United Nations entities to respond to requests by developing countries to address specific development challenges in implementing the 2030 Agenda through South-South and triangular cooperation is strengthened.

21. UNOSSC enhanced the capacity of entities of the United Nations system to implement the United Nations system-wide strategy on South-South and triangular cooperation and integrate South-South and triangular cooperation perspectives into their plans. According to data from the Office, the percentage of United Nations entities integrating South-South and triangular cooperation into their plans at the global level increased from 67.86 per cent (19 out of 28) in 2022 to 78.57 per cent (22 out of 28) in 2023, whereas at the regional level, it increased from 75 per cent (21 out of 28) in 2022 to 78.57 per cent (22 out of 28) in 2023. Also, the percentage of United Nations entities incorporating South-South and triangular cooperation results into reporting showed an upward trend, increasing from 79 per cent in 2022 to 86 per cent in 2023. In 2022, 11 out of 27 United Nations entities had a dedicated South-South and triangular cooperation unit and 13 had assigned staff or a focal point, while data for 2023 and 2024 were not available. The following is a brief summary of the key contributions of UNOSSC to the observed increases in United Nations entities integrating South-South cooperation and triangular cooperation into their plans and reporting.

Inter-agency Coordination and Knowledge-sharing

22. UNOSSC served as the secretariat for the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, which brings together over 40 United Nations entities to promote coherence, coordination, and knowledge-sharing on the Inter-Agency Mechanism across the United Nations system. UNOSSC organized several meetings and events of the Inter-Agency Mechanism and facilitated bilateral and multilateral partnerships among United Nations entities, such as the collaboration between UNDP, the United Nations Children's Fund (UNICEF) and the United Nations Population Fund (UNFPA) on South-South and triangular cooperation for youth empowerment in Africa, and the partnership between the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and the World Food Programme (WFP) on South-South and triangular cooperation for rural development and food security.

Furthermore, UNOSSC convened regular meetings of the Inter-Agency Mechanism to facilitate knowledge exchange, coordination and joint initiatives among United Nations entities, and developed and disseminated knowledge products to showcase successful examples of the mainstreaming of South-South and triangular cooperation by United Nations entities.

Guidance and Tools for Mainstreaming South-South and Triangular Cooperation

23. UNOSSC, in collaboration with the Development Coordination Office (DCO) and the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, together with other partners, developed guidelines and tools for United Nations country teams and regional United Nations entities to integrate South-South and triangular cooperation into their common country analyses (CCAs), UNSDCFs and joint work plans.⁸ The guidelines will support the integration of South-South and triangular cooperation into the CCA and the UNSDCF under the leadership of the United Nations resident coordinators as well as into workplans and reporting at the regional level in collaboration with DCO, Regional Collaborative Platforms (RCPs) and Regional Commissions. They will be the first port of call for United Nations country teams and resident coordinator offices (RCOs) and will help United Nations entities respond systematically to requests received from the Member States on support to South-South cooperation and triangular cooperation. UNOSSC also provided technical assistance and advisory services to specific United Nations country teams and RCPs to support their efforts to mainstream South-South and triangular cooperation, such as in the development of UNSDCFs, and South-South and triangular cooperation strategies, mappings and knowledge products.
24. Responding to the demand expressed in the Ministerial Declaration of the 2022 high-level political forum and the 2022 General Assembly resolution on South-South cooperation (A/RES/77/185), UNOSSC, in collaboration with the Co-Chairs of the Group of Friends of VNRs [voluntary national reviews] (the Permanent Representatives of the Philippines and Morocco to the United Nations), Member States, entities of the United Nations system and other partners, developed and launched the Handbook on Integrating South-South and Triangular Cooperation in the Voluntary National Reviews on the sidelines of the 2023 high-level political forum. The handbook provides step-by-step guidance, drawing from good practices, and examples, on integrating South-South and triangular cooperation into the preparation and presentation of voluntary national reviews. It complements the existing Department of Economic and Social Affairs 2023 Handbook for the Preparation of Voluntary National Reviews and other voluntary national review resource packages.
25. UNOSSC developed guidelines to support the mainstreaming of South-South and triangular cooperation into projects. The guidelines were integrated into UNDP Programme and Operations Policies and Procedures as a reference tool to guide that mainstreaming. Moreover, UNOSSC collaborated with UNCTAD in developing and operationalizing the tools to measure South-South cooperation.

Developing Capacity for South-South and Triangular Cooperation

26. As UNOSSC deepened its capacity-building approach, it collaborated with United Nations entities to initiate a joint capacity-development initiative for United Nations country teams and regional entities of the United Nations development system. The initiative entails the development of online training modules and resources to roll out the guidelines and integrate South-South and triangular cooperation into CCAs and UNSDCFs. Four United Nations entities have committed resources to this collective

⁸ These include a guidance note on mainstreaming South-South and triangular cooperation in UNSDCFs, a set of indicators and metrics for measuring South-South and triangular cooperation progress and impact at the country level, and a series of webinars and training sessions for United Nations country team members.

effort and the United Nations System Staff College is partnering on content development. However, since guidelines were finalized only in December 2023, the preparation of modules based on the guidelines and training of trainers are planned for 2024.

27. In 2023, UNOSSC developed two South-South and triangular cooperation guidance/training modules, including a handbook on integrating South-South and triangular cooperation into voluntary national reviews and guidelines for United Nations country/regional teams. UNOSSC also worked with United Nations entities to identify and share good practices and lessons learned on supporting South-South and triangular cooperation capacities of developing countries through platforms such as South-South Galaxy and the *Good Practices* publications. That helped to inform and enhance the approaches of United Nations entities to capacity development for South-South and triangular cooperation at the country level. Furthermore, UNOSSC collaborated with United Nations entities to provide joint capacity-development support to developing countries on South-South and triangular cooperation, leveraging the expertise and resources of different agencies.
28. The implementation of UNOSSC-managed trust fund projects through United Nations system entities contributed to building the capacity of those entities to engage in and support South-South and triangular cooperation to some extent. It enabled United Nations entities to tap into the expertise, resources and networks of Southern partners; incentivized inter-agency coordination and collaboration; and provided exposure to, and skills-building in, South-South and triangular cooperation approaches for United Nations staff involved in project implementation.

Gender Equality and Women's Empowerment through South-South and Triangular Cooperation

29. UNOSSC supported United Nations entities in mainstreaming gender equality and women's empowerment in their South-South and triangular cooperation initiatives. That included developing guidance materials and tools, such as a checklist on "Gender mainstreaming in South-South and triangular cooperation" and case studies showcasing gender-transformative projects. UNOSSC also provided training and capacity-building support to United Nations staff, in collaboration with UN-Women and other partners, through webinars and events. Furthermore, it worked to identify and disseminate good practices and lessons learned on promoting gender equality through South-South and triangular cooperation, featuring gender-focused initiatives in its publications and events.

Partnership-building and Advocacy

30. UNOSSC forged strategic partnerships with key United Nations entities (e.g., DCO, FAO, the Pan America Health Organization, UNDP, UNFPA, UNICEF, the United Nations Educational, Scientific and Cultural Organization, WFP and the Department of Economic and Social Affairs) to jointly advocate for and support the mainstreaming of South-South and triangular cooperation for women's economic empowerment across the United Nations system, and it engaged United Nations entities in the development and implementation of its South-South and triangular cooperation policy frameworks, programming tools and knowledge platforms (e.g., South-South Galaxy). UNOSSC also fostered partnerships between United Nations entities, Member States, regional and international organizations, and other stakeholders to leverage resources, expertise and networks for South-South and triangular cooperation. One example is the collaboration with the Japan International Cooperation Agency and the Islamic Development Bank for the co-sponsorship of the South-South Cooperation DG Forum. The GSSD Expo, co-organized with the Government of Thailand, has been a strong platform for highlighting impactful solutions and partnerships and raising awareness about the benefits of South-South and triangular cooperation.

Monitoring and Reporting

31. UNOSSC monitored and reported on the implementation of the United Nations system-wide strategy on South-South and triangular cooperation through the Secretary-General's reports and other intergovernmental processes and advocated for the integration of South-South and triangular cooperation indicators and dimensions into United Nations system-wide reporting frameworks and tools.

Opportunities for Improvement

32. Along with those efforts, there are opportunities for UNOSSC to further leverage the potential of South-South and triangular cooperation through the activities of the United Nations system. Only half of the MTR survey respondents saw UNOSSC as highly effective or effective in supporting the capacity of the United Nations system to meet developing-country needs, indicating potential for further improvement.⁹
33. Several MTR participants emphasized the importance of coordination with United Nations agencies (especially UNDP as the host) at the regional and country levels. Stakeholders saw the potential for defining more clearly the role of UNOSSC vis-à-vis entities of the United Nations development system, establishing systematic entry points for collaboration (e.g., with resident coordinators) and avoiding duplication. To strengthen advocacy and delivery of services, it is essential for UNOSSC to work more closely with the Resident Coordinator system, United Nations country teams, Regional Economic Commissions and regional United Nations Sustainable Development Group teams, which requires clearly defined roles, responsibilities and accountability frameworks. Stakeholders also saw significant untapped potential for UNOSSC to engage with and support regional and subregional organizations and initiatives on South-South cooperation.
34. MTR interviewees also noted that the implementation of the United Nations system-wide strategy on Regional Economic Commissions varies across United Nations entities, with some struggling to operationalize it effectively, suggesting a need for more systematic follow-up, monitoring, reporting and targeted capacity-building from UNOSSC. However, weaknesses in data, monitoring and evaluation systems within United Nations entities make it challenging to assess the results and value added of South-South and triangular cooperation interventions. Several MTR participants noted that additional indicators and data are needed to comprehensively evaluate the effectiveness of UNOSSC capacity-building efforts, including the meaningful integration of gender equality and women's empowerment.
35. MTR participants also raised the need for more efforts in strengthening the UNOSSC focus on gender mainstreaming and inclusivity. The United Nations system-wide strategy on South-South and triangular cooperation includes some references to the importance of promoting gender equality and leaving no one behind through South-South and triangular cooperation; however, they are relatively high-level and generic and do not provide much practical guidance or tools for United Nations entities on how to operationalize those principles in their work. Training sessions organized by UNOSSC for United Nations staff included some content on gender and inclusivity considerations; however, they tended to be one-offs and ad hoc rather than part of a more comprehensive and systematic capacity development programme. Also, while UNOSSC made some efforts to engage with gender focal points and specialists from other United Nations entities through its Inter-Agency Mechanism for South-South and Triangular Cooperation, that engagement was relatively ad hoc and limited. UNOSSC has the opportunity to

⁹ The survey question was “In your view, how effective is UNOSSC in supporting the capacity of UN system entities to respond to developing countries’ needs?”

collaborate with UN-Women, the UNDP Gender Team, and other relevant United Nations entities to create targeted training modules and resources on gender-transformative and inclusive South-South and triangular cooperation. Moreover, it can establish formal and ongoing partnerships with those entities to jointly advocate for and support the mainstreaming of gender and inclusivity into United Nations system-wide activities.

Results against outcome 3. Developing countries are enabled to implement the 2030 Agenda through harnessing South-South and triangular cooperation knowledge exchange, capacity-building, and facilitation of technology development and transfer.

Knowledge Co-creation and Management

36. UNOSSC contributed to the co-creation of knowledge and research on South-South and triangular cooperation. As of 2023, the Office had mapped and disseminated about 950 South-South and triangular cooperation good practices, spanning all 17 Sustainable Development Goals, and involving a wide range of countries and organizations, with 75 practices added in 2022 and 87 practices added in 2023. UNOSSC influenced the design and implementation of policies, plans and projects for developing countries through its knowledge management and research functions. More than 70 per cent of survey respondents saw UNOSSC as an effective knowledge broker and valued its contributions to knowledge creation and dissemination in the fields of South-South cooperation and triangular cooperation.
37. MTR participants noted several examples of how UNOSSC engaged think tanks, academic institutions, and experts from the Global South in the co-creation of knowledge and research on South-South and triangular cooperation. They included initiatives such as the Global Coalition of Think Tank Networks for South-South Cooperation, which produced several research papers and policy briefs on topics such as COVID-19 recovery, digitalization, and climate change; the South-South Ideas series of papers featuring research by Southern scholars; and collaborative research projects with United Nations entities and other partners. The South-South Galaxy platform provided a space for Southern partners to share their own good practices, lessons learned and innovative solutions. Also, the UNOSSC flagship publications, such as the *Good Practices* series, have been disseminated to Southern countries. By co-creating knowledge and research with Southern partners, UNOSSC has sought to ground its knowledge products in local realities, priorities and perspectives and effectively inform and influence policy and practice in developing countries. For example, the partnership with the African Union to address the economic impacts of COVID-19 on African economies led to tailored recovery strategies.
38. UNOSSC developed and operationalized several tools and mechanisms to ensure the quality, relevance, and impact of its knowledge products. They included a peer review process for major publications, editorial and design guidelines, a user-feedback and impact-assessment system, and a knowledge-product planning and monitoring tool. The peer-review processes and criteria for selecting and documenting good practices in South-South and triangular cooperation are exemplified in the *Good Practices* series, which included impactful initiatives such as a renewable energy project in the Caribbean that significantly reduced energy costs.
39. MTR participants also acknowledged UNOSSC efforts to leverage its knowledge management and research functions to contribute to gender equality and women's empowerment in South-South and triangular cooperation. Among the examples are the inclusion of gender analysis and gender-disaggregated data in research and knowledge products, the demonstration of gender-responsive South-South and triangular cooperation policies and practices in publications and events, the engagement of women-led and gender-focused organizations in knowledge co-creation and dissemination, and the development of targeted knowledge products and capacity-building activities on gender and South-South and triangular cooperation. That effort is reflected in UNOSSC support for projects in support of

women's economic empowerment and leadership in the Global South, such as an initiative that trained women in rural Southeast Asia in information and communications technologies.

40. UNOSSC began development of a knowledge management strategy. The strategy aims to deepen UNOSSC support provided across its five service lines and to build on internal knowledge. The goal of the strategy is to connect “knowledge nodes” – those with knowledge and those seeking knowledge – to ultimately increase the knowledge of, and capacities for, South-South and triangular cooperation. The implementation of the knowledge management strategy is expected to strengthen the documentation and dissemination of good practices based on the UNOSSC-managed trust fund projects.

Opportunities for Improvement

41. While UNOSSC leveraged knowledge management and research to influence South-South and triangular cooperation policies and practices, the MTR found that there are opportunities to increase the uptake and use of knowledge products and platforms.
42. According to several MTR participants, the uptake and use of UNOSSC knowledge products and platforms, including South-South Galaxy or the *Good Practices* publications, could be further boosted, especially at the regional and country levels.¹⁰ Stakeholders thought that UNOSSC research and analysis could be more demand-driven and responsive to the expressed needs and priorities of Member States. They also highlighted the importance of strengthening feedback loops between research, intergovernmental discussions, and country-level programming, ensuring that knowledge work responds directly to the demands of Member States and United Nations entities, and streamlining the various knowledge outputs around a clear strategy and value proposition to avoid confusion and inefficiencies. One suggestion was for UNOSSC to institute regular surveys and consultations. However, the lack of a strong results framework and sound reporting for the UNOSSC knowledge management function makes it difficult to systematically assess the quality, effectiveness, uptake, use and influence of knowledge products and services. MTR participants noted the need for more rigorous data collection, analysis, and reflection to identify lessons learned and areas for improvement. Also, the implementation of trust fund projects can better contribute to knowledge management by systematically capturing and sharing lessons learned, best practices and innovative solutions generated through those projects and by establishing stronger feedback loops to ensure that that knowledge informs and enriches UNOSSC research, policy advocacy and capacity-building efforts.
43. While UNOSSC made efforts to mainstream gender equality and women's empowerment in its knowledge management and research activities, several MTR participants noted that there is room for improvement in systematically integrating gender analysis and gender-disaggregated data across all knowledge outputs. That could involve developing guidelines and tools for gender-responsive research and knowledge management, setting targets and indicators for women's participation and leadership, establishing partnerships with women's organizations and gender experts, and using knowledge products to inform gender-transformative policies and programmes.
44. Interviews for the present MTR also identified the need for stronger capacities for knowledge management and research. While the Office built the skills and expertise of its Knowledge Management Team, there is still a need for more systematic and targeted capacity-building on data collection, analysis and dissemination for all staff involved in knowledge-related activities. That could involve

¹⁰ UNOSSC data on the use of co-created knowledge projects in informing design/implementation of policies/plans/projects in developing countries, which is part of the UNOSSC results framework, has not been collected and reported.

investing in training programmes, mentoring schemes and peer-learning opportunities as well as providing access to cutting-edge tools and technologies for data management and visualization. One idea suggested by an interviewee was the establishment of a roster of external experts and consultants who could provide technical support and guidance on specific knowledge-management and research tasks.

Trust Fund Management

45. UNOSSC continued to manage four South-South trust funds: the United Nations Fund for South-South Cooperation (UNFSSC); the Pérez-Guerrero Trust Fund for South-South Cooperation (PGTF); the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund); and the India-United Nations Development Partnership Fund (India-United Nations Fund).¹¹ The trust funds provide a dedicated source of funding for South-South and triangular cooperation initiatives, which might otherwise struggle to attract resources in a competitive development-assistance landscape. The trust fund projects support a range of interventions, from small-scale technical exchanges to larger multi-country programmes, responding to the diverse needs and priorities of partner countries. Many projects are designed to promote the transfer of good practices, technical cooperation, knowledge-sharing, peer learning and capacity-building, which are key pillars of South-South cooperation. Those projects are also intended to raise the visibility and demonstrate the value of South-South cooperation as a viable development cooperation modality, complementing North-South flows. Furthermore, the trust funds provide a vehicle for Member States to take a leadership role in South-South cooperation and to share their own experiences and expertise with other developing countries.
46. There are many examples of trust fund projects that have facilitated the sharing and replication of successful South-South and triangular cooperation solutions and models across countries and regions. For example, the India-United Nations Fund has supported the exchange of experiences in the deployment of health robots from Rwanda to Trinidad and Tobago and the good practices in obstetric surveillance response systems in maternity hospitals from Romania to Kyrgyzstan. Similarly, the IBSA Fund facilitated the adaptation of the condominium sanitation of Brazil in Angola and the replication of the sustainable agriculture of South Africa in Comoros. The PGTF supported economic and technical cooperation among developing countries, strengthening partnership in science, technology, and innovation. Those examples demonstrate ways in which trust funds enable countries to learn from one another and adapt proven solutions to their own contexts. Overall, UNOSSC trust funds reported the facilitation of 44 technical and knowledge exchanges in 2022 and 73 exchanges in 2023.
47. With support from China, the Global South-South Development Center (GSSDC) project provided demand-driven, scalable small grants initiatives along with capacity development of participating countries leveraging South-South cooperation. Similarly, the South-South and Triangular Cooperation among Maritime Silk Road Cities for Sustainable Development (Cities Project) offered demand-driven South-South cooperation pilot projects addressing requests of cities and institutions from the Southern countries. A joint mid-term review of those projects conducted in 2023 concluded that both projects had generated numerous good practices, success stories, lessons learned and transferable examples during their implementation.

¹¹ Each trust fund has its own governing body (a board of directors for the India-United Nations Fund and a board of directors for the IBSA Fund, and the Committee of Experts for PGTF). In the management of the trust funds, UNOSSC receives strategic directions from those governing bodies and reports to each one of them. In addition, each trust fund has its own guidelines. The trust funds respect the rules and regulations of the United Nations and those of the implementing United Nations agencies.

48. There are also examples of trust fund projects that promoted triangular cooperation. For example, with support from the Republic of Korea, the Republic of Korea-UNOSSC Facility, Phase III, an ongoing initiative, is supporting countries in the Lower Mekong River Basin to advance technical solutions to address the water-food-energy nexus, leveraging expertise from the Republic of Korea and sharing experiences among Thailand, the Lao People's Democratic Republic, Cambodia and Viet Nam.
49. By channeling trust fund resources through United Nations agencies as implementing partners, UNOSSC has tapped into the vast United Nations network of country offices and technical expertise across a range of development sectors. Engaging multiple United Nations agencies through trust fund projects has helped to incentivize more coordination and collaboration across the United Nations system.
50. UNOSSC-managed trust funds also made efforts to mainstream gender equality and inclusivity in their projects by promoting the participation and leadership of women and marginalized groups in the governance and implementation of projects. They also included gender analysis and gender-responsive indicators in project design and monitoring frameworks and explicitly targeted women's empowerment and gender equality. Those efforts contributed to some positive results and lessons learned on gender equality and inclusivity in South-South and triangular cooperation, as documented in project reports.

Opportunities for Improvement

51. Alongside those achievements, there are areas where further efforts could enhance the impact of initiatives. The MTR survey showed that, while 48 per cent of respondents saw UNOSSC as very effective or effective in leveraging trust funds for knowledge exchange and transfer of good practices, a significant proportion (35 per cent) “don't know”. That suggests that the impacts of UNOSSC trust fund activities are not visible to stakeholders.
52. ***Monitoring and Evaluation of Trust Funds.*** While UNOSSC has established a monitoring and reporting system for its trust fund portfolio and developed guidelines for integrating RBM approaches, the Office faces challenges in measuring results and reporting progress on the activities of the trust funds. The insufficient evidence as well as the absence of trust fund-specific evaluations, despite some funds being active for several decades, highlights the need to collect and report evidence on the achievement of results in a more robust manner. MTR participants emphasized the need for more robust and participatory M&E approaches that capture both quantitative and qualitative dimensions of results.
53. ***Roles and Responsibilities in Trust Fund Operations.*** MTR participants mentioned the need for greater clarity on the roles and responsibilities of UNOSSC in managing the trust funds vis-à-vis the roles of UNDP as the host organization, United Nations implementing agencies, and the trust fund board or steering committee. In some cases, UNOSSC is playing more of an administrative and coordination role, while in others, it is engaging substantively in quality assurance, knowledge management and capacity-building. Communicating roles and responsibilities with greater clarity to all partners will minimize confusion and ensure that the UNOSSC value-added is fully leveraged.
54. ***Operational Efficiencies.*** UNOSSC-managed trust funds have dedicated governing bodies – the Board of Directors for the India-United Nations Fund and the IBSA Fund, and the Committee of Experts for the PGTF. Despite the consolidating role of UNOSSC among these governing bodies, the fragmentation of the trust fund portfolios with separate governance structures and reporting requirements was identified by MTR participants as a cause of high transaction costs and missed opportunities for economies of scale and synergies. While consolidating fragmented small projects into larger initiatives could potentially improve efficiency, efforts should be made to strengthen, streamline and harmonize business processes, such as project approvals, revisions and administrative procedures.

55. **Linkages to Policy and Institutional Change.** Although trust fund projects have facilitated the sharing of good practices and solutions between Southern countries and supported research and policy dialogues, the linkages between these project-level activities and broader policy and institutional changes are not always well-documented or systematically followed up. There is a need to strengthen criteria and methodologies for identifying and validating good practices, feedback loops between project-level learning and higher-level policy dialogues, and better capturing and sharing of knowledge and lessons generated by trust fund projects.
56. **Inclusion.** While some trust fund projects specifically targeted women or aimed to empower marginalized groups, gender equality and social inclusion were not systematically mainstreamed across the full project cycle, with limited guidance and tools for gender analysis and inclusive programming. To address this, UNOSSC could conduct more rigorous gender and social analysis, set more ambitious and measurable targets and indicators for gender equality and inclusivity, and partner more systematically with women's organizations, youth groups and other civil society actors to ensure that projects are responsive to marginalized communities.

IV. Cross-cutting Services

Strategic Partnerships and Communications

57. Partnerships have been instrumental in enabling UNOSSC to leverage the resources, expertise and networks of a wide range of actors to achieve its objectives and amplify its impact. For instance, its partnerships with Member States, particularly the G77 and China, have provided crucial political support, financial resources and in-kind contributions for its work as well as opportunities for policy dialogue and advocacy on South-South and triangular cooperation. The partnerships of UNOSSC with United Nations entities, such as FAO, UNDP and UNFPA, have enabled UNOSSC to tap into the technical expertise, operational capacities and country presence of the United Nations system to design and implement South-South and triangular cooperation projects and initiatives. Furthermore, partnerships with think tanks, academia, civil society and the private sector have facilitated access to diverse knowledge, perspectives and innovations.
58. MTR participants noted, however, that there is potential to engage with a broader range of stakeholders, particularly Southern-based and non-state actors such as civil society organizations, private-sector entities and philanthropic foundations. Additionally, MTR participants identified the need for diversifying and scaling up UNOSSC funding sources and modalities, including exploring innovative financing mechanisms.¹² The Office could also pay greater attention to the strengthening of the capacities of South-South and triangular cooperation institutions in developing countries to effectively mobilize and manage resources.
59. Communication has been an important instrument for UNOSSC in raising awareness, mobilizing support, and sharing knowledge on South-South and triangular cooperation among its stakeholders and the broader public. That was confirmed by the online survey, in which a majority (60 per cent) rated UNOSSC as very effective or effective in its South-South and triangular cooperation communications. The Office has developed standard operating procedures (SOPs), launched a new website and social media channels, consolidated social media accounts, and introduced a monthly newsletter, resulting in

¹² Mobilizing a broader donor base for South-South cooperation beyond the current key players (e.g., Brazil, China, India and Türkiye) has proven to be challenging, limiting the overall scale and predictability of resources for South-South cooperation in support of the most vulnerable countries and creating some degree of overdependence on a small number of middle-income-country donors whose priorities may not always align with those of LDCs and SIDS.

a 25 per cent increase in social media followers and significant reach during events such as the United Nations Day for South-South Cooperation. UNOSSC has also organized high-level events that have provided opportunities for showcasing South-South and triangular cooperation solutions, fostering partnerships and shaping policy discussions.

60. Given the limited size and resources of UNOSSC, it is important for the Office to prioritize and communicate clearly about the support and services that it can realistically provide. In that context, several MTR participants thought that there is a need for more strategic and targeted messaging to different audiences. Furthermore, while UNOSSC had raised the visibility and profile of South-South and triangular cooperation through various products and channels, many MTR participants emphasized the need to enhance the reach and influence of those communications, particularly in the Global South. That could involve investing in more targeted and user-friendly communication products and platforms, partnering with Southern media outlets and influencers, and strengthening the linkages between communications and policy advocacy.

Results-based Management

61. UNOSSC established results-based management (RBM) systems, including a strategic framework, an integrated results framework (IRF), an online monitoring dashboard, a multi-year evaluation plan aligned with the strategic framework, and SOPs for managing evaluations. The strategic framework for 2022–2025 has provided a roadmap for UNOSSC work and has enabled the Office to better plan, monitor and report on the results and impact of its initiatives. Moreover, UNOSSC established an integrated work planning and reporting system that allows for real-time tracking of progress and performance, facilitating timely identification and resolution of challenges. The Office also introduced project quality assurance tools and processes, such as the Project Document Quality Index and South-South and triangular cooperation markers, to ensure the relevance, coherence and effectiveness of its interventions. A risk management system was operationalized at the programme and project levels, and all projects directly managed by UNOSSC had updated risk registers in Quantum.
62. Nevertheless, the quality and consistency of RBM remain challenging. One area for improvement is the strengthening of results frameworks and M&E systems to better capture the full impact of the work of UNOSSC. Gaps in these areas constrain the ability of the Office to demonstrate the concrete contributions of South-South and triangular cooperation. Several MTR participants noted that UNOSSC would benefit from aligning its results frameworks more closely with Sustainable Development Goal targets and indicators and investing in robust M&E systems to track and report on the outcomes and impact of its initiatives. Another suggestion provided by interviewees was strengthening the capacities and incentives of UNOSSC staff to effectively utilize RBM tools, improving the measurability and relevance of indicators, and better linking RBM data to decision-making processes are key areas for improvement.

Operational Efficiency

63. UNOSSC streamlined its operational processes and systems, including through a new enterprise resource planning system,¹³ and developed SOPs for key functions. In the management of trust funds, the Office developed templates for project management, financial management, human resources, procurement and other operational functions. Moreover, the establishment of a dedicated Operations Team provided centralized support and oversight for UNOSSC operational functions, ensuring consistency, quality and efficiency of service delivery across the Office. However, operational

¹³ UNOSSC leveraged the UNDP enterprise resource planning system to automate and digitize its operations, reducing paperwork, errors and delays.

bottlenecks persist, particularly in recruitment, grant management and financial reporting, and human resource capacity is limited relative to the broad scope of work.¹⁴ Solutions could involve investing in advanced digital solutions, conducting regular reviews of business processes, strengthening staff capacities and incentives, and providing more hands-on policy and programmatic support.

Integrated Delivery

64. While the functional organization of the Office around the policy, knowledge and programming functions appeared valid to most MTR participants, several saw the need for more integrated planning, implementation and reporting across those workstreams. Although some mechanisms for cross-functional coordination and collaboration had been established,¹⁵ fragmented operations created inefficiencies and missed opportunities to leverage expertise and resources. For example, some MTR participants noted that the knowledge generated through trust fund projects and other activities did not always effectively inform policy engagement and capacity-building. They suggested that more could be done to systematically integrate knowledge and learning across all aspects of UNOSSC work and strengthen feedback loops between the various teams. Overall, adopting a more integrated, cross-functional approach guided by a common framework and principles would help to ensure that UNOSSC cross-cutting products and services are mutually reinforcing.

Resource Mobilization

65. In 2022 and 2023, UNOSSC mobilized \$26.85 million from partner contributions. Those contributions were received from partners largely through UNOSSC-managed South-South trust funds, as follows: the India-United Nations Fund, \$15 million; UNFSSC, \$8.18 million; the IBSA Fund, \$3 million; and the PGTF, \$0.67 million. The top contributors to the trust funds were Brazil, China, India, the Republic of Korea, the Russian Federation and South Africa. For the period 2022–2023, UNOSSC implementation of South-South trust fund resources were \$27.62 million, bringing total delivery of the Office to \$38.51 million.

V. Lessons Learned, Conclusions and Way Forward

The following two key lessons were drawn from the review.

Lesson Learned #1: Importance of Context-specific and Demand-driven Approaches

66. Adopting context-specific and demand-driven approaches is crucial for effective South-South and triangular cooperation. UNOSSC has recognized that moving beyond a one-size-fits-all approach and tailoring support to the specific needs, priorities and capacities of each partner country or region are essential. This requires a shift from a donor-recipient mentality to a more horizontal and reciprocal relationship, where both parties have something to offer and gain from the collaboration. By playing a proactive role in identifying and nurturing South-South and triangular cooperation opportunities based on its global knowledge and networks and by helping to build the capacity of partner countries and institutions to articulate their needs and priorities, UNOSSC can empower them to take ownership and leadership of their own development processes. Ultimately, a context-specific and demand-driven

¹⁴ The Trust Fund Team reported being understaffed for the size of the portfolio that it manages. Several interviewees reported that trust fund staff were overstretched and struggling to provide hands-on policy and programmatic support beyond the Headquarters level.

¹⁵ These include the Senior Management Team, the Programme and Operations Management Team and the Results Group.

approach fosters trust, respect and mutual understanding between partners while promoting a sense of shared responsibility and common purpose in achieving the Sustainable Development Goals.

Lesson Learned #2: Importance of a More Integrated and Coherent United Nations System Approach

67. Despite the challenges posed by the fragmented nature of the United Nations development system, the Sustainable Development Goals and the reform of the United Nations development system provide an opportunity for UNOSSC to foster a more integrated and coherent approach to South-South and triangular cooperation across the United Nations system. By working closely with other United Nations entities at all levels, establishing joint initiatives, providing technical assistance and capacity-building, advocating for the integration of South-South cooperation and triangular cooperation into planning and programming tools, and playing a convening and coordinating role, UNOSSC can leverage the full potential and resources of the United Nations development system to support partner countries in achieving the Sustainable Development Goals. Ultimately, a more integrated and coherent United Nations system approach to South-South and triangular cooperation moves beyond a project-based and siloed approach towards a more strategic, coordinated and impactful one that puts country ownership and leadership at the centre, modelling the kind of multi-stakeholder partnership and collaboration essential for tackling the complex and interconnected challenges of sustainable development in the twenty-first century.

Conclusions

68. UNOSSC plays an important role within the United Nations system in advancing South-South and triangular cooperation as means of achieving the Sustainable Development Goals and leaving no one behind. Through its policy advocacy, capacity-building, knowledge-sharing and partnership-brokering functions, UNOSSC has helped to raise the visibility, credibility and impact of South-South and triangular cooperation on the global development agenda. The stakeholders' satisfaction with the overall performance and services of UNOSSC was confirmed by the online survey conducted for the present MTR. The vast majority (78 per cent) of survey respondents were satisfied with the services of UNOSSC. Stakeholders clearly appreciated the role of UNOSSC role in facilitating knowledge exchange and sharing of good practices among Southern countries. Its coordination function across the United Nations system is also highly valued, as is its promotion of innovative South-South cooperation solutions.

69. MTR participants emphasized that, going forward, UNOSSC needs to clearly define its unique role and value proposition within the United Nations system. They noted that there is a need for better articulation and communication of UNOSSC products and services. They suggested that, ultimately, UNOSSC is well positioned as a global knowledge hub and convener for South-South and triangular cooperation, proactively advocating for South-South and triangular cooperation and engaging with stakeholders. Additionally, they recommended that UNOSSC provide thought leadership on how South-South and triangular cooperation could accelerate progress towards the Sustainable Development Goals and establish clear thematic and sectoral focus areas.

70. There is also an urgent need to strengthen and implement a robust RBM system to demonstrate achievements clearly and credibly across all areas of work. That system should enable the Office to capture and present solid evidence of its results to stakeholders and the public in a transparent and easily understandable manner. By establishing an evidence-based approach, UNOSSC would also ensure that decision-making processes and organizational learning are grounded in reliable data and insights. Implementing such a system is crucial for enhancing UNOSSC accountability, effectiveness and ability to secure support from partners and donors.

71. While the UNOSSC mandate cuts across sectors, stakeholders suggested the need for greater focus on specific thematic priorities where South-South cooperation and triangular cooperation have a comparative advantage (e.g., climate resilience, pandemic response). That would require a careful and systematic identification of opportunities, themes and sectors, allowing for more in-depth analysis, targeted knowledge products and programming, and strategic engagement with sectoral communities of practice. Partnerships with specialized United Nations agencies and other technical partners (e.g., international or local organizations) could provide more of the needed expertise.
72. While the UNOSSC mandate covers both South-South cooperation and triangular cooperation, MTR participants thought that more could be done to clearly distinguish and communicate their differences and complementarities. That is in line with the 2022 report of the Secretary-General on the state of South-South cooperation, which called for the establishment of the new triangular cooperation window under UNFSSC. Triangular cooperation has not been a major or consistent focus across UNOSSC activities, and the principles and value-added of triangular cooperation are not always clearly articulated. Several MTR participants thought that UNOSSC could provide more targeted support and guidance on triangular cooperation, helping to bridge the gap between North-South and South-South cooperation, which would require additional thinking about engaging Northern partners, leveraging their resources and designing initiatives to maximize the value-added of the Southern partners.
73. Stakeholders also emphasized that South-South cooperation should be driven by the demands and priorities of developing countries themselves rather than imposed from outside. They also emphasized the importance of UNOSSC's working more effectively through United Nations country teams, RCOs and regional commissions to strengthen partnerships, provide hands-on support, and ensure that South-South and triangular cooperation initiatives are demand-driven and aligned with local priorities.
74. UNOSSC faces some of the underlying structural and systemic challenges of the United Nations development system. Those include the persistent silos and fragmentation of United Nations entities, limited coherence and coordination, and inadequate and unpredictable funding. UNOSSC cannot solve these challenges on its own, but it can and must play an active role in advocating for a more integrated, coherent and effective United Nations system approach to South-South and triangular cooperation, one that leverages the comparative advantages and complementarities of different entities and that puts country ownership and leadership at the centre.
75. Ultimately, the success and impact of UNOSSC will depend not only on its internal capacities and performance but also on the broader enabling environment for South-South and triangular cooperation at the global, regional and national levels. That includes the political will and commitment of Member States, the openness and adaptability of the multilateral system, and the active engagement and participation of civil society, academia, the private sector and other non-state actors. UNOSSC must therefore see itself not only as a service provider and implementer but also as a convener, facilitator and catalyst for those broader systemic changes and transformations.

Key Measures Going Forward

76. The following is a set of priorities and measures for the consideration of UNOSSC going forward:
 - (a) develop a clear and compelling value proposition, articulating the unique UNOSSC role and niche within the United Nations system and the broader development cooperation landscape and how it can most effectively leverage its limited resources and capacities to achieve maximum impact;

- (b) strengthen the RBM systems and capacities across the Office, including by improving the quality and relevance of indicators, enhancing staff capacities and incentives to effectively utilize RBM tools, and improving the linking of RBM data to decision-making and learning processes;
- (c) adopt a more integrated, cross-functional approach to planning, implementing and reporting, guided by a more integrated results framework and principles, to ensure that policy, knowledge and programming workstreams are mutually reinforcing and aligned with its strategic objectives;
- (d) mainstream gender equality and inclusivity more systematically across all areas of work by conducting more rigorous gender and social analysis, setting more specific and measurable targets and indicators, and partnering more systematically with women's organizations, youth groups and other civil society actors;
- (e) increase UNOSSC engagement with Member States beyond the Headquarters level through more effective partnerships with United Nations country teams, regional commissions and local stakeholders. Facilitate more systematic multi-stakeholder policy dialogues at the regional and country levels to promote South-South and triangular cooperation, contributing evidence and analysis to inform those dialogues. Support the development of standardized methodologies and tools for measuring and reporting on South-South and triangular cooperation in collaboration with relevant United Nations entities, international organizations, academia and think tanks;
- (f) provide more systematic capacity-building and technical support to United Nations entities to mainstream South-South and triangular cooperation, including through the development of targeted training modules and resources, integration into staff learning curriculums and establishment of communities of practice;
- (g) strengthen the visibility, accessibility and user-friendliness of the knowledge products and platforms by investing in more rigorous and participatory monitoring, evaluation and learning approaches and by establishing stronger feedback loops between research and policy/programming;
- (h) enhance the strategic focus and impact of trust fund management by strengthening linkages with broader South-South and triangular cooperation policy frameworks and knowledge platforms, enhancing RBM and M&E systems, and seeking to further diversify – to the extent possible – funding sources and partnerships;
- (i) diversify and expand partnerships, particularly with Southern-based and non-governmental actors, by adopting a more proactive and systematic approach to partnership-building and management. Create a more structured and systematic approach to engaging with and supporting think tanks, academia and other knowledge partners from the Global South, including by establishing a network or consortium of Southern-based think tanks and research institutions, providing funding and capacity-building support to those partners, and collaborating on joint research and knowledge-production initiatives;
- (j) enhance the strategic focus and impact of communications and outreach efforts by investing in more targeted and user-friendly products and platforms, partnering with Southern media outlets and influencers, and strengthening the linkages between communications and policy advocacy; and

- (k) foster a culture of innovation, learning and continuous improvement by encouraging staff to experiment with new approaches and tools, share lessons learned and best practices, and adapt to changing contexts and needs.

Attachment. Integrated Results Framework, Including Midterm Adjustments and Progress Update

**Attachment. Integrated Results Framework, Including Midterm Adjustments and Progress Update
for
the Strategic Framework of the
United Nations Office for South-South Cooperation, 2022–2025**

The Strategic Framework of the United Nations Office for South-South Cooperation (UNOSSC), 2022–2025, describes the future direction of UNOSSC, building on the progress and lessons of the Strategic Framework for 2018–2021. The accompanying Integrated Results Framework (IRF) summarizes the development and organizational results to be achieved by UNOSSC together with its partners. The IRF is informed by lessons learned from the midterm review and final evaluation of the UNOSSC Strategic Framework for 2018–2021, audit, other research and knowledge products, and consultations among Member States, office personnel and relevant stakeholders.

The Strategic Framework, 2022–2025, aims to enhance South-South and triangular cooperation as means to accelerate the speed and scale of action towards the achievement of the Sustainable Development Goals. To contribute to this goal, the Office will focus on three outcomes covering the following areas: (a) advance South-South and triangular cooperation policymaking and implementation; (b) strengthen United Nations capacity to provide South-South and triangular cooperation support; and (c) promote South-South and triangular cooperation knowledge exchange, capacity development, and technology development and transfer to enable developing countries to pursue more resilient and sustainable development.

Those outcomes will be delivered through five services: (a) facilitation of, and reporting on, intergovernmental processes and reporting; (b) capacity development; (c) knowledge co-creation and management; (d) a South-South and triangular cooperation solution lab; and (e) trust-fund management. In implementing the Strategic Framework, 2022–2025, the Office will integrate the perspective of women’s empowerment and gender equality into all its proposed work programmes; prioritize knowledge, results management, transparency and accountability; recalibrate communications, partnerships and funding; maintain a diverse, talented and innovative workforce; and reduce its carbon footprint while delivering its services.

The IRF will be operationalized through an integrated planning, monitoring, evaluation and reporting system. In addition, the mid-term review of the Strategic Framework, 2022–2025, will provide an opportunity to review and adjust the IRF, as required.

UNDP had allocated \$30.7 million to UNOSSC for the period 2022–2025: \$9.7 million for its institutional budget and \$21 million for its core programming budget¹⁶.

Key elements of the IRF:

- Clear alignment with the Strategic Framework, 2022-2025, focusing on outcomes, outputs and five services covering the mandate and central role of the Office.

¹⁶ The Midterm review of the UNDP integrated resources plan [Table 4] and the integrated budget, 2022-2025, has proposed revising the UNOSSC core programming budget allocation to 14.1 million (6.9 million/32.9% reduction) and keeping the institutional budget allocation the same as the original.

- Alignment to UN System-wide Strategy on South-South and triangular cooperation and its action plan; and Quadrennial Comprehensive Policy Review (QCPR) – as applicable
- Indicators to measure organizational effectiveness and efficiency.

A. Development outcomes and outputs

Result	Indicator	2021	2022	2022	2023	2023	2024	2025	Comments on reported progress	
		Baseline	Milestone	Progress	Milestone	Progress	Milestone	Target		
OUTCOME 1. Policies to advance South-South and triangular cooperation are strengthened through effective, evidence-based support to intergovernmental processes, multi-stakeholder dialogues and reporting.	1.1. Number of resolutions adopted by the UN General Assembly, Economic and Social Council, and UN regional and subregional intergovernmental processes that integrate a South-South and triangular cooperation perspective.	TBE	24	24	29	51	34	40		
	<i>Dara Source: Desk Review of adopted UN resolutions</i>									
	<i>TBE: to be established, UNOSSC is collecting data together with its partners and will make them available in next round of reporting.</i>									
	1.2. Percentage of actions recommended in the report of UN Secretary-General on the State of South-South cooperation implemented by UNOSSC	TBE	16%	20%	25%	33%	40%	60%		
<i>Data source: UNOSSC tracking sheet to monitor the implementation of actions recommended to UNOSSC in the report of UN Secretary-General on the state of South-South cooperation.</i>										
<i>TBE: to be established, UNOSSC is collecting data together with its partners and will make them available in next round of reporting.</i>										
Output 1.1. Intergovernmental bodies including the High-level Committee on South-South	1.1.1. Number of analytical and evidence-based reports produced to support South-South and triangular cooperation policymaking. a. Mandated reports	Total	5	10	10	17	22	23	31	
		Mandated reports	3	4	5	7	9	8	11	
		Other reports	2	6	5	10	13	15	20	

Result	Indicator		2021	2022	2022	2023	2023	2024	2025	Comments on reported progress
			Baseline	Milestone	Progress	Milestone	Progress	Milestone	Target	
Cooperation, the Second Committee of the General Assembly and relevant policymaking forums receive effective support and analytical and evidence-based reports to facilitate informed and coherent South-South and triangular cooperation policymaking.	b. Other reports through multi-stakeholders consultative process									
	<i>Data source: Review of produced reports</i>									
	1.1.2. Number of fora supported to assist the Member States or groupings, at their request, in advancing South-South and triangular cooperation policymaking at the global, regional and sub-regional levels.		2	7	3	14	8	22	28	
	<i>Data source: Review of reports/messaging/briefing notes as evidence</i>									
Output 1.2. Multi-stakeholder dialogues facilitated among Member States and with UN entities, regional mechanisms, think tanks and academia, civil society and other relevant actors in the context of intergovernmental processes on	1.2.1. Number of evidence-based thematic policy briefs prepared - building on research and analysis - to inform dialogues at global, regional and sub-regional levels focusing on South-South and triangular cooperation policymaking and its implementation.		1	5	5	10	5	17	26	All planned policy briefs in 2023 could not be completed as the Office revised its approach to focus on developing policy papers in a more demand-driven and collaborative manner. As the previous phase ended in June 2023, UNOSSC is also finalizing a new project document to support conducting research

Result	Indicator	2021	2022	2022	2023	2023	2024	2025	Comments on reported progress	
		Baseline	Milestone	Progress	Milestone	Progress	Milestone	Target		
South-South and triangular cooperation policymaking and implementation.									and producing policy briefs.	
	<i>Data source: Review of evidence-based thematic policy briefings</i>									
	1.2.2. Number of new thematic policy dialogues convened at the global, regional and sub-regional levels reinforcing South-South and triangular cooperation policymaking and its implementation.	Total ¹⁷	0	5	10	8	20	16	26	
		Global	0	3	8	5	16	8	12	
		Regional	0	3	2	3	4	6	9	
Sub-regional		0	0	0	1	0	3	6		
<i>Data source: Review of reports on thematic policy dialogues organized</i>										
OUTCOME 2. The capacity of United Nations entities to respond to requests by developing countries to address specific development challenges in implementing the 2030 Agenda through South-South and triangular	2.1. Percentage of UN entities integrating South-South and triangular cooperation as a specific implementation modality in their strategic plan and programming instruments	Global plans	88.77 %	73%	68%	75%	79%	78%	80%	
		Regional plans	81.48 %	75%	75%	78%	79%	80%	85%	
	<i>Data source: QCPR UNHQ Survey</i> <i>Alignment: UN system-wide strategy on South-South and triangular cooperation action plan</i> <i>Note: 2021 and 2022 data are taken from UN DESA administrated QCPR UNHQ Survey, which show that 2022 survey data to this indicator is lower than 2021 survey.</i>									
	2.2. Percentage of newly submitted voluntary national reviews (VNRs) to High Level Political Forum on sustainable development that integrate		21%	22%		24%	35%	27%	33%	

¹⁷ MTR adjustment: Baseline is adjusted as the indicator is dedicated to track only the newly organized policy dialogues organized since 2022.

Result	Indicator	2021	2022	2022	2023	2023	2024	2025	Comments on reported progress
		Baseline	Milestone	Progress	Milestone	Progress	Milestone	Target	
cooperation is strengthened.	South-South-South and triangular cooperation perspectives ¹⁸ .								
	<i>Data source: Review of voluntary national review reports</i>								
Output 2.1. United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation strengthened to provide effective and coordinated support to developing countries.	2.1.1. Percentage of UN system entities incorporating South-South and triangular cooperation results in their corporate reporting	74%	79%	79%	85%	86%	88%	90%	
	<i>Data source: QCPR UNHQ Survey</i>								
	2.1.2. Number of UN system entities with a dedicated South-South and Triangular Cooperation Unit or assigned staff fully devoted to South-South and Triangular Cooperation.	11	13		15		17	20	Following the decisions of UN Inter-Agency Mechanism for SSC & TrC Meeting in Q1 2024, UNOSSC will undertake and finalize a mapping of SSC institutionalization by Q3 2024, and data on progress will be reported in the next year's UNOSSC Annex to report of UNDP Administrator.
<i>Data source: QCPR UNHQ Survey</i>									
Output 2.2. Capacity of United Nations system entities increased to support developing	2.2.1. Number of guidance/training modules on South-South and triangular cooperation produced.	-	2	0	5	2	7	9	
	<i>Data source: Review of guidance/training modules produced</i> <i>Alignment: UN system-wide strategy on South-South and triangular cooperation action plan indicator</i>								

¹⁸ Progress for this indicator reported based on UNOSSC's provisional internal assessment.

Result	Indicator	2021	2022	2022	2023	2023	2024	2025	Comments on reported progress	
		Baseli ne	Milest one	Progre ss	Milest one	Progre ss	Milest one	Targ et		
countries in facilitating, designing, integrating and implementing South-South and triangular cooperation strategies, programmes and initiatives.	2.2.2. Number of South-South and Sustainable Development Directors General Forums (DG Forums) organized at global level	12	13	13	13	13	14	14		
	<i>Data source: UNOSSC Reports on DG Forums</i>									
	2.2.3. Number of UN entities represented in training of trainers (TOT) on South-South and triangular cooperation at Headquarters, Region and Country level	Total	-	-		-		15	47	
		Headquar ters	-	-		-		5	15	
		Regional	-	-		-		3	10	
Country levels	-	-		-		7	27			
<i>Data source: UNOSSC Reports on Training to UN Entities</i> <i>Note: New training module for UN Entities is planned to be rolled out in 2024 together with UN Staff College</i>										
Outcome 3. Developing countries are enabled to implement the 2030 Agenda through harnessing South-South and triangular cooperation knowledge exchange, capacity-building and facilitation of technology development and transfer.	3.1. Number of policies, plans and/or projects in the requesting developing countries whose design/implementation is informed by United Nations Office for South-South Cooperation co-created or brokered knowledge exchange.	5	10	0	22	0	37	53	Data on progress will be reported more accurately in the next year's UNOSSC Annex to report of UNDP Administrator.	
	<i>Data source: UNOSSC Knowledge Management/Brokering Database</i>									
	3.2. Number of development solutions in South-South and triangular cooperation shared with concrete support on the ground	10	30	0	50	0	70	90	Data on progress will be reported more accurately in the next year's UNOSSC Annex to UNDP Administrator Report.	
<i>Data source: UNOSSC Trust Funds Dashboard</i> <i>Note: South-South and triangular cooperation solution lab report</i>										

Result	Indicator	2021	2022	2022	2023	2023	2024	2025	Comments on reported progress	
		Baseline	Milestone	Progress	Milestone	Progress	Milestone	Target		
Output 3.1. South-South and triangular cooperation good practices mapped, documented, disseminated and brokered to facilitate knowledge exchange, capacity-building and/or technology development and transfer.	3.1.1. Number of South-South and triangular cooperation good practices mapped, documented and disseminated ¹⁹	653	900	839	1,000	950	1,200	1,300		
	<i>Data Source: UNOSSC Knowledge Management Database/South-South Galaxy</i>									
Output 3.2. South-South and triangular cooperation solution lab established to incubate innovative solutions and scale them up to facilitate knowledge exchange, capacity development, and	3.2.1. Number of scalable development solutions in South-South and triangular cooperation that are incubated and piloted	-	-		-		5	15		
	<i>Data Source: South-South and Triangular Cooperation Lab Report</i> <i>Note: South-South and Triangular Cooperation Lab is a new initiative, and it is planned be established in 2023.</i>									

¹⁹ MTR adjustment: The baseline value and the actual value for the years 2022 and 2023 have been adjusted, based on the compilation and verification of the evidence. UNOSSC has now put the mechanism in place to generate and verify the data to ensure accurate monitoring and reporting for the subsequent years.

Result	Indicator	2021	2022	2022	2023	2023	2024	2025	Comments on reported progress	
		Baseline	Milestone	Progress	Milestone	Progress	Milestone	Target		
technology development and transfer.										
Output 3.3. South-South trust funds managed effectively and efficiently to promote knowledge exchange and transfer of examples of good practices to alleviate poverty.	3.3.1. Number of South-South and triangular cooperation exchanges supported by the South-South trust fund projects.	50	75	82	100	155	125	150		
	<i>Data Source: UNOSSC Trust Fund Database</i>									
	3.3.2. Number of beneficiaries supported through scalable South-South trust-fund projects towards the achievement of the Sustainable Development Goals.	a) Direct beneficiaries (total number and female %)	62,045 (50% female)	77,000 (50% female)		90,000 (50% female)		100,000 (50% female)	115,000 (50% female)	Progress data to this indicator will be reported more accurately in the next year's UNOSSC Annex to UNDP Administrator Report.
		b) Indirect beneficiaries (total number and female %)	3,259,609 (52% female)	4,100,000 (50% female)		5,000,000 (50% female)		5,600,000 (50% female)	6,500,000 (50% female)	
<i>Data Source: UNOSSC Trust Fund Database</i>										

B. Organizational effectiveness and efficiency

Result	Indicator	2021	2022	2022	2023	2023	2024	2025	Comments on reported progress
		Baseline	Milestone	Progress	Milestone	Progress	Milestone	Target	
1. Results and accountability									
1.1 Quality projects designed in support of promoting South-South cooperation principles and triangular cooperation.	1.1.1 Project Quality Index a. Theory of change b. Results framework c. Lessons learned from evidence to share development solution d. Integration of South-South cooperation principles and triangular cooperation components (as applicable) e. Risk-informed programming f. Gender analysis g. Costed evaluation plan h. Scaling up/sustainability	2	2	2	2.1	2	2.2	2.3	
	<i>Data source: Review of project documents</i> <i>Note: Average scores from the project quality assurance rating scale (3 – Highly satisfactory, 2 – Satisfactory, 1 – Needs improvement)</i>								
1.2 Quality of evidence ensured, and management actions taken in a timely manner.	1.2.1 Number of planned programme/project reviews and evaluations completed with management responses to the provided recommendations	4	5	5	6	6	8	10	
	<i>Data source: Review of completed programme/project review and evaluation reports and management responses</i>								
	1.2.2 Implementation rate of agreed actions in evaluation management responses	93%	93%	93%	94%	90%	95%	95%	
	<i>Data source: UNDP Evaluation Resource Center</i>								
	1.2.3 Implementation rate of Office of Audit and Investigations audit recommendations.	67%	100%	100%	No audit		No audit	No audit	OAI Audit is being conducted in 2024

Result	Indicator	2021	2022	2022	2023	2023	2024	2025	Comments on reported progress	
		Baseline	Milestone	Progress	Milestone	Progress	Milestone	Target		
<i>Data source: Review of CARDS Dashboard</i> <i>Note: Office of Audit and Investigations (OAI) conducted recent audit of UNOSSC in 2020</i>										
1.3 Partners/stakeholders' satisfaction with United Nations Office for South-South Cooperation services improved.	1.3.1 Percentage of partners state that they are 'to a moderate extent' or 'to a great extent' satisfied with services provided by UNOSSC ²⁰	81%	81%	81%	85%	78%	85%	90%		
	<i>Data source: UNOSSC Partnership Survey</i>									
1.4 Proactive and effective approaches to risk management embedded in United Nations Office for South-South Cooperation decision-making and business model.	1.4.1 Percentage of projects with updated risk register	75%	75%	67%	80%	100%	85%	90%		
	<i>Data Source: UNDP Quantum/ERP</i>									
	1.4.2 Programme-level risks register completed	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
<i>Data Source: Updated Risk Register/UNDP Quantum+</i>										
2. Strategic partnerships and communication										
2.1 Strategic communication strengthened to promote South-South and triangular	2.1.1 Number of South-South and triangular cooperation communication tools/products developed:	a) Audiovisuals:	75	100	64	200	200	400	600	
		b) Brochures/result reports:	2	4	9	5	31	10	20	

²⁰ MTR adjustment: Indicator is slightly adjusted from the earlier version "Percentage of partners state that they are 'moderate extent satisfied' or 'satisfied' with services provided by UNOSSC"

Result	Indicator		2021	2022	2022	2023	2023	2024	2025	Comments on reported progress
			Baseline	Milestone	Progress	Milestone	Progress	Milestone	Target	
cooperation agenda.	<i>Data Source: Review of produced communication tools/products</i>									
	2.1.2 Number of UN system entities engaged in formulation and implementation of the interagency advocacy, outreach and communication strategy on South-South and triangular cooperation.		-	-	-	10	10	15	20	
	<i>Review of UNOSSC Communication Team Progress Report</i>									
	2.1.3 UNOSSC digital media:	a) Number of users to website	48,000	50,000	50,000	60,000	56,700	75,000	100,000	
		b) Number of social media followers	22,964	42,500	42,500	50,000	53,057	60,000	70,000	
<i>Data source: Review of Website/Social Media account analytics</i>										
2.2 Strategic partnerships enhanced to promote South-South and triangular cooperation agenda.	2.2.1 Percentage of key actions included in UNOSSC partnership strategy implemented		-	-	-	50%	43%	70%	90%	
	<i>Data Source: Review of UNOSSC partnership strategy implementation tracking sheet</i>									
	2.2.2 Number of costed work plans agreed and implemented to back the signed partnership agreements		3	4	4	6	7	9	11	
	<i>Data source: Review of partnership agreement implementation dashboard</i> <i>NOTE: during 2021, a total of 25 memorandums of understanding (MOUs) and 20 statements of intent (SOIs) were active.</i>									
3. Operations: Diverse, talented, innovative workforce and digital										
3.1 Skills needed to respond to the development challenges of	3.1.1 Implementation of UNOSSC learning plan	a) Percentage of key actions included in the UNOSSC	-	-	-	60%	50%	80%	90%	

Result	Indicator		2021	2022	2022	2023	2023	2024	2025	Comments on reported progress
			Baseline	Milestone	Progress	Milestone	Progress	Milestone	Target	
today and the future developed.		Learning Plan implemented								
		b) Percentage of staff completed mandatory corporate training	100%	100%	100%	100%	100%	100%	100%	
		c) Percentage of staff completed results-based management training in last two years	10%	15%	3%	40%	4%	50%	60%	UNOSSC has planned to organize RBM Training with certification for its all personnel in 2024, once UNDP's new RBM handbook and training module are finalized.
<i>Data source: Review of UNOSSC Learning Plan implementation tracking sheet</i>										
3.2 Diverse and engaged workforce valued and empowered to perform to their highest potential.	3.2.1 Percentage of staff/personnel who are female: (QCPR)	All staff	59%	68%	68%	65%	65%	65%	65%	
		All workforce (staff, service contract/PSA holders, United Nations Volunteers)	83%	67%	67%	67%	65%	67%	67%	
		General service staff	80%	75%	75%	75%	75%	75%	75%	
		All international professional staff:	44%	56%	56%	62%	65%	62%	62%	
		P-1 & P-2	100%	100%	100%	100%	100%	100%	100%	
		P-3 & P-4	57%	67%	67%	57%	60%	57%	57%	
		P-5 and above	14%	20%	20%	50%	50%	50%	50%	
		<i>Data source: UNOSSC staff register; Baseline: 2020</i>								

Result	Indicator	2021	2022	2022	2023	2023	2024	2025	Comments on reported progress
		Baseline	Milestone	Progress	Milestone	Progress	Milestone	Target	
3.3 Digital tools used for strengthened productivity and collaboration.	3.3.1 Percentage of United Nations Office for South-South Cooperation personnel using digital collaboration tools.	95%	98%	100%	100%	100%	100%	100%	
<i>Data source: Office 365 and zoom</i>									