

UNFPA Corporate Strategy on **South-South** and Triangular Cooperation



Policy and Strategy Division
Inter-Country Cooperation Office

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Foreword

Through years of development assistance programmes, many countries from the Global South have been able to make considerable progress in development issues including in reproductive health. They have acquired capabilities that can be shared with other countries. As a result, South South Cooperation has become the expression of partnership among countries from the South in exploring their complementary strengths to go beyond their role as aid recipients. This modality has been further reinforced by the participation of traditional donor countries in the form of Triangular Cooperation.

South South and Triangular Cooperation (SSTC) improves effectiveness and efficiency of development assistance activities. The movement gained further momentum after it was designated as part of SDG 17 (Partnerships for the Goals) in the 2030 Agenda for Sustainable Development. UN Member-States reaffirmed SSTC as a developmental modality in the Second High-Level UN Conference on South-South Cooperation (BAPA+40), held in Buenos Aires in March 2019. This strong mandate from UN Member-States is further reflected in their recommendations in the UN Quadrennial Comprehensive Policy Review. In response, in 2020, more than 30 UN agencies, collaborating under the auspices of the Office of the Secretary General, developed the first UN System-wide Strategy on SSTC.

Taking advantage of this momentum, as we all know, the UNFPA Strategic Plan 2022-2025 has deployed SSTC as one of the accelerators for results. This is a departure from the ad-hoc practice of SSTC in the past to a concerted and systematic approach. SSTC is no longer something that is nice-to-do on the sidelines; it is what we need to do as the mainline of our work.

To operationalize SSTC, the Policy and Strategy Division, in collaboration with colleagues and SSTC champions in HQ divisions as well as in the field, developed this UNFPA corporate strategy on SSTC that has six operational dimensions. As a strategic accelerator, SSTC is monitored closely through our organizational reporting systems. I would like to urge you to incorporate it into your country programmes, your workplans and your performance appraisal and development plans. I expect a significant improvement in how we deploy this accelerator and look forward to reporting back to you on how well we are leveraging it for the benefit of women and girls.

Arthur Erken Director, Policy and Strategy Division

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1 Why South-South and Triangular Cooperation (SSTC)

1.1 A New Environment for the Global South and International Development

- A. The global landscape of development cooperation continues to evolve. Through years of experience and local initiatives, often supported by development assistance, many countries from the Global South have been able to acquire skills and experiences that can be shared with other countries. Countries of the South are engaging more in collaborative, innovative, adaptable and cost-efficient solutions to address their development challenges. Conscious that effective cooperation should go far beyond financial contributions and North-South technical assistance, a large and expanding group of Middle- and Low-Income Countries (MICs and LICs) are creating new and innovative responses to their socio-economic-environmental challenges, ranging from poverty and education to climate change, resilience building, including maternal health and gender equality.¹ Middle income countries (MICs) in particular have demonstrated the capacity to mobilize domestic resources to fund their own national priority programmes, provide policy support, and transfer knowledge and technology to countries with similar needs or contexts.

¹ OECD. 2011. "Unlocking the Potential of South-South Cooperation: Policy Recommendations from the Task Team on South-South Cooperation", page 1. July, 2011.

B. In this regard, South-South Cooperation (SSC) has become the expression of collaboration and partnership among countries from the South, interested in sharing, learning, and exploring their complementary strengths to go beyond their traditional role as aid recipients. Knowledge sharing, one of the most dynamic dimensions of SSC, has developed into a new pillar of development cooperation, complementing finance and technical assistance. This changing context is allowing the emergence of a paradigm where “Horizontal Partnerships,” based on equity, trust, mutual benefit and long-term relations, become an alternative way to do development cooperation.²

C. While North-South cooperation remains an important and critical modality for development cooperation, more recently, South-South cooperation has expanded its scope. This is characterized by the continuing expansion in the number of relevant actors and stakeholders in development, multilateral institutions, international and regional banks and funds, including new mechanisms established by developing countries to provide financial support to South-South cooperation initiatives.³

1.2 A strategic priority in the larger UN Context

A. South-South and Triangular Cooperation (SSTC) is a modality for the achievement of the 2030 Agenda for Sustainable Development that has been recognized and promoted in many international agreements. UN Member States reaffirmed SSTC as a developmental modality in the Second High-Level UN Conference on South-South Cooperation (BAPA+40), conducted in Buenos Aires in March 2019⁴. This strong mandate from UN Member States on SSTC is also reflected in their recommendations in the UN Quadrennial Comprehensive Policy Review (QCPR).

In response to imperatives brought about by Member-States and in recognition of the power of SSTC, in 2020, more than 30 UN agencies, collaborating under the auspices of the Office of the Secretary General, created the first UN System-wide Strategy on South-South and Triangular Cooperation. The UN strategy facilitates the mainstreaming of SSTC in the UN Sustainable Development Cooperation Framework (UNSDCF) and ensures that it is integrated into thematic and sector-wide strategies, and adheres to UN principles of system-wide coherence.

2 Ibid, pages 3-4.

3 United Nations. 2019. “Outcome Document of the Second High-level United Nations Conference on South-South Cooperation (BAPA@40)”. 20-22 March 2019. Buenos Aires, Argentina.

4 Op.cit., page 2.

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The multilateral development system must be better positioned to support South-South Cooperation and implement the 2020 agenda. You can count on my personal commitment to make sure the on-going reforms of the United Nations reinvigorate our support for South-South Cooperation.”

Antonio Guterres, Secretary General, United Nations, at the Second High-level United Nations Conference on South-South Cooperation (BAPA@40), 20-22 March 2019.

Evaluative research, including the 2020 UNFPA Independent Evaluation of SSTC, has demonstrated significant SSTC benefits that contribute to global development goals, among them improved quality of results, contextualized solutions, cost savings and improved efficiency in programming, expanded partnerships, and enhanced international cooperation. There is also evidence to show that SSTC has longer-term knock-on effects and demonstrable returns on investment.

1.3 A Results Accelerator in the UNFPA Strategic Plan 2022-2025

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With funding for sustainable development shifting more towards development financing, it is all the more important that countries from the global South can share their experiences and lessons learnt with one another. Hence, SSTC becomes instrumental in enabling and facilitating such a shift.”

Dr. Natalia Kanem, Under-Secretary-General of the United Nations and Executive Director, UNFPA, on the occasion of the International Day on South-South Cooperation, September 2021.

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A. SSTC has been deployed as a programme accelerator in the new UNFPA Strategic Plan 2022-2025. It has been highlighted as one of the enablers for ensuring that UNFPA remains fit-for-purpose, agile and relevant in a fast-changing world. Implementing and supporting more and better SSTC initiatives at different levels of the organization will enable UNFPA offices to assume a more effective leadership in promoting the Strategic Plan's Three Transformative Results, namely: a) zero preventable maternal deaths; b) zero unmet need for family planning; and c) zero gender-based violence and harmful practices. As one of the six programme accelerators in the Strategic Plan, SSTC is expected to work in tandem with all other accelerators towards the achievement of these outcomes.⁵

B. The ICPD Programme of Action has mandated UNFPA to utilize SSTC in implementing its programmes: "South-South cooperation at all levels is an important instrument of development. In this regard, such cooperation - technical cooperation among developing countries - should play an important part in the implementation of the present Programme of Action."⁶ In addition, "Donor countries and international funding agencies are urged to support the inclusion of South-South components in development cooperation programmes and projects so as to promote cost-effectiveness and sustainability."⁷

C. In spite of the ad hoc nature of the SSTC activities in the past, the independent formative evaluation on SSTC conducted by UNFPA in 2020 recognized and reported that there have been successful SSTC initiatives in UNFPA. It was, however, noted that for SSTC to be more effective, the practice needs to be mainstreamed into the work of all the organizational units. To do so, UNFPA needs a coherent and systematized SSTC approach.⁸

D. SSTC has the potential to build bridges and create a more conducive partnership environment for international cooperation in the Global South. Leveraging the leadership role of UNFPA as a facilitator in the SSTC process provides strategic opportunities to be an effective champion for programme results.

5 UNFPA. Strategic Plan 2022-2025, para. 47-79.

6 United Nations. International Conference on Population and Development, Programme of Action (ICPD PoA), 14.16, 16.19

7 Ibid, para 14.10.

8 For the full list of evaluation recommendations, refer to the Formative Evaluation of UNFPA Approach to South-South and Triangular Cooperation (link).



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2 Goal and objectives of the SSTC Strategy

2.1 Objectives of the strategy

The overall aim of this strategy is to leverage SSTC throughout UNFPA as a strategic accelerator by shifting what has been an ad-hoc approach to a more sustained, systematic application and utilization throughout the entire organization for better programme efficiency, accountability and results.

More specifically, this UNFPA SSTC strategy is intended to:

1. Position UNFPA as a leader in SSTC for advancing ICPD PoA globally and within the UN;
2. Enable UNFPA country and regional offices to engage in South-South and triangular cooperation as an accelerator for programme results.

2.2 Working Definition of SSTC



South-South Cooperation (SSC) is a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective

actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation.”⁹

Triangular cooperation involves Southern-driven partnerships between two or more developing countries supported by a developed country(ies)/or multilateral organization(s). It “is a modality that builds partnerships and trust, between all partners, and that combines, including in the context of multilateral development cooperation initiatives, diverse resources and capacities, under the ownership of the requesting developing country, to achieve the Sustainable Development Goals; and that it provides added value by leveraging and mobilizing additional technical and financial resources, sharing a wider range of experiences, promoting new areas of cooperation, and combining affordable and context-based development solutions under flexible arrangements and agreed shared modalities.”¹⁰

2.3 Guiding principles

A. During the BAPA+40 High-Level conference, participating countries reaffirmed their views that South-South cooperation is a manifestation of solidarity among peoples and countries of the South. “South-South cooperation and its agenda have to be set by countries of the South and should continue to be guided by the principles of

- Respect for national sovereignty,
- National ownership and independence,
- Equality, non-conditionality,
- Non-interference in domestic affairs, and
- Mutual benefit.”¹¹

B. In addition, the participating countries underlined the need for “... good governance, rule of law, human rights, fundamental freedoms, equal access to fair justice systems, and measures to combat corruption and curb illicit financial flows.”

9 United Nations. Framework of Operational Guidelines on United Nations Support to South-South and Triangular Cooperation. Note by the Secretary-General (SSC/19/3), para. 10.

10 United Nations. Resolution Adopted by the General Assembly on 15 April 2019, Buenos Aires Outcome Document of the Second High-level United Nations Conference on South-South Cooperation (A/RES/73/291, para. 11 and 28).

11 United Nations. 2019. Outcome Document of the Second High-level United Nations Conference on South-South Cooperation (BAPA@40). 20-22 March 2019. Buenos Aires, Argentina. (A/73/L.80, paras. 8 and 14)

3 Operational Framework

1. This framework outlines the key actions expected of UNFPA programmes in order to better position and reap the benefits of SSTC. The recommended actions are informed by SSTC good practices, global developments as well as recommendations from the independent evaluation of SSTC in UNFPA, as presented to and endorsed by the UNFPA Executive Board in 2021.
2. The six operational dimensions for strengthening SSTC across the organization are (1) Mainstreaming SSTC in programming processes and plans; (2) Advocacy and communication to support SSTC; (3) SSTC capacity development of UNFPA and partners; (4) SSTC partnerships and Centres of Excellence; (5) Documenting and sharing of SSTC solutions; and (6) Mobilization of SSTC resources.

FIGURE 1. OPERATIONAL FRAMEWORK



3.1 Mainstreaming SSTC in the programming processes and plans

- A. This dimension is designed to ensure that SSTC is applied deliberately as a results accelerator. Mainstreaming SSTC into programming processes creates plans that help strengthen accountability and enables monitoring of how SSTC is implemented across the organization.
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- B. SSTC improves quality of results by enabling the adoption of contextualized solutions that have been proven in other countries. Ensuring that SSTC is mainstreamed ensures that it is not ad hoc in nature, and can contribute to programme results in a more systematic and sustainable manner. Country offices and partners are expected to include and articulate SSTC as a major component in its programme strategy. This mainstreaming is also at the core of the “Leave no one behind” approach and the achievement of the Sustainable Development Goals in this Decade of Action.

As mandated in the UN System-wide Strategy, this means ensuring SSTC is part of the UN Sustainable Development Cooperation Framework (UNSDCF) formulation process. Likewise, SSTC should also be included in the UNFPA-specific portion of the programming process and be incorporated in the UNFPA country/regional programme and related documents. This inclusion will be reviewed in the Country Programme Quality Assurance process.

3.2 SSTC advocacy and communication

- A. This dimension of the SSTC strategy involves institutionalizing practical ways to showcase SSTC effectiveness and efficiency in achieving UNFPA’s Strategic Plan. Effective internal and external communication and advocacy for SSTC will result in a well-positioned UNFPA as a credible SSTC champion at various levels.
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- B. UNFPA has built some evidence-based business cases showing the efficiency gains and programmatic impact of SSTC initiatives. It can further use this knowledge base to substantiate the promotion of SSTC across the organization. As an active partner and contributor to the UN Systemwide SSTC Strategy, UNFPA has included a large number of its SSTC best practices in the South-South Galaxy platform¹². This has

12 UNFPA SSTC good practices in the South-South Galaxy ([link](#))

been instrumental in promoting UNFPA's SSTC initiatives in the wider international community and the UN system.

C. Part of the operationalization of this element in the SSTC strategy is to sharpen the messaging on the benefits of SSTC within UNFPA as well as among UNFPA partners. These benefits include, but are not limited to the following:

- SSTC accelerates the achievement of programme results
 - SSTC promotes policy reforms, strengthens institutional capacities and mobilizes communities
 - SSTC has proven to be cost-effective
 - SSTC generates new financing especially in middle income countries
 - SSTC has demonstrable direct returns on investment
 - SSTC has knock-on effects such as expanded partnerships and harmony among nations¹³
 - SSTC has the capacity and potential to leverage international consensus and political will on sensitive issues
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D. Communicating good practices of SSTC across regions and countries can have a powerful impact in the promotion of this modality. Demonstrating the tangible impact of SSTC efforts will encourage partners to consider and apply the SSTC modality.

E. Advocacy for SSTC can further demonstrate UNFPA's leadership in SSTC through strategic inputs to Executive Board reporting, reports of the Secretary-General, all relevant corporate documents, publications, communication products, annual reports, videos and other publications, and all strategic events of UNFPA and its partners at headquarters, and regional and country offices.

F. Advocacy efforts also include opportunities to promote SSTC in major events and activities such as the UN Day for South-South Cooperation held every 12th of September.

3.3 SSTC capacity development of UNFPA and partners

- A. This dimension focuses on building the capacity of UNFPA at all levels to engage more strategically with diverse SSTC partners. This includes a number of capacity areas needed by UNFPA, together with its partners, to better position itself as a champion of SSTC which include skills, methodologies and tools for coherent, evidence-based programming. Capacity building also implies changing mindsets and attitudes of both UNFPA staff and partners towards SSTC as a mode of engagement. These SSTC capacities can ensure improved accountability for programme delivery, the inclusion of groups and communities left furthest behind, and also contribute to strategies for domestic resource mobilization.
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- B. UNFPA can build on its diverse international development experience and access to networks and global experts, state-of-the-art knowledge and good practices to further solidify its SSTC capacity. This necessarily implies the need for UNFPA to also invest in building the capacity of its own staff.
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- C. Raising the capacity of institutional partners to pursue SSTC means tapping their comparative advantage and identifying the most strategic opportunities to partner with diverse development actors. UNFPA can map the capacity of emerging SSTC partner-institutions that have recognized substantive expertise on ICPD issues and may be able to benefit from more support in international cooperation.

3.4 Documenting and sharing of SSTC solutions

- A. The management of knowledge gained from programme implementation as well as findings from SSTC evaluation can provide UNFPA with invaluable lessons on how to do things better. In addition, the capture and documentation of SSTC solutions provide good opportunities to also recognize SSTC practitioners.
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- B. Knowledge platforms, like the UN inter-agency South-South Galaxy¹⁴, are the means of how UN agencies can respond systematically to country needs by supporting their demand to connect, learn and collaborate with potential partners. As a partnership

14 South-South Galaxy: <https://my.southsouth-galaxy.org/en/solutions/>

platform, South-South Galaxy now has created a digital space for sharing and networking around innovative SSTC solutions. The platform includes a large number of SSTC good practices, strategic opportunities and relevant partnership contacts for these programme solutions which can easily help countries interested to learn from them, connect with like-minded partners, or replicate the experience in their own context.

- C. As part of this effort, UNFPA offices are expected to strengthen the documentation, reporting, and dissemination of successful SSTC initiatives, which are vetted by ROs and HQ according to their effectiveness, efficiency, sustainability and relevance.

3.5 SSTC partnerships and Centres of Excellence

- A. Partnership is both a sustainable development goal (SDG-17) and the means towards the achievement of the SDGs. This focus on facilitating SSTC partnerships and networks of agencies among the countries of the South is an essential imperative to this SSTC corporate strategy.
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- B. The potential of SSTC to broaden the range and scope of UNFPA programming can be best realized through intensified efforts to explore, expand, and nurture different types of partnerships across a wide range of stakeholders and development actors. This includes government, international development agencies, financial institutions, non-government organizations, civil society groups, research and academic institutions, faith-based organizations, communication and media groups, professional networks, and the private sector.
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- C. In addition to broad partnerships, the BAPA+40 Outcome Document called upon Centres of Excellence to “strengthen South-South platforms and the exchange of experience for the purpose of building multi-stakeholder partnerships and cross-border collaborative frameworks and programmes to scale up best practices with the potential to benefit many developing countries.”¹⁵ The current SSTC strategy focuses on institutional capacity development competencies in SSTC, including strengthening the capacity of centres of excellence to network, share knowledge, and further expand

15 United Nations. 2019. “Outcome Document of the Second High-level United Nations Conference on South-South Cooperation (BAPA@40)”. 20-22 March 2019. Buenos Aires, Argentina.

SSTC partnerships. UNFPA is providing recognition and collaborating with a growing number of centres of excellence globally.

- D.** Efforts at all levels of the organization may also include supporting existing networks that can further advance the exchange of experiences and lessons learned. UNFPA would thus be better positioned to help countries identify their comparative advantage(s) and priorities, support the creation of networks of partners, facilitate the exchange of lessons learned and help them utilize/apply Southern solutions, knowledge and context-specific innovative programme models.

3.6 Mobilization of SSTC resources

- A.** Increasing numbers of MICs and emerging economies from the Global South have presented opportunities for development financing through SSTC, a development that is also aligned with the growing sense of solidarity for internationally agreed development goals among countries. Together with partnership and financing, SSTC contributes to the global efforts to enable countries to become self-sustainable.
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- B.** UNFPA should also take advantage of opportunities provided by funding mechanisms created by countries of the South. These funding mechanisms for SSTC include, but not limited to, the China South-South Cooperation Assistance Fund (SSCAF), India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund), the India-UN Development Partnership Fund, the Perez-Guerrero Trust Fund for SSC. Traditional donors, development banks and financial institutions at the global and regional levels also support SSTC initiatives, through the partnership structure of triangular cooperation. Country offices should take this opportunity to mobilize more resources from these funds, with the assistance of the regional offices and headquarters.
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- C.** There is a potential for engaging MICs and other programme countries to mobilize their domestic resources, including in-kind contributions, to support their own development programmes as well as for their engagement with partners in other countries. As can be observed in the Global South, some countries have domestic resources but UNFPA needs to advocate for them to invest more for ICPD goals.



4 Monitoring, evaluation and reporting of SSTC results

4.1 Monitoring

A. The robust set of indicators below is designed to measure SSTC results more effectively, while recognizing the fact that there are no agreed universal standards. It has been guided by UNFPA's best practices in results-based management and reflects the organizational shift in elevating SSTC as one of the results accelerators. It is also anchored on the recommendations from the UNFPA's Formative Evaluation of SSTC pointing to the need for more specific indicators at various levels of UNFPA programming.

B. These indicators¹⁶ monitor SSTC in two main dimensions: SSTC contribution to UNFPA results and to UNFPA programming at all levels of the organization, as shown in the following diagram.

16 UNFPA. Strategic and Operational Indicators for South-South and Triangular Cooperation. 2021.

- C. UNFPA offices are expected to utilize relevant indicator(s) from this set in their programme planning as the way to systematize the mainstreaming of SSTC as a results accelerator.

SSTC INDICATORS OVERVIEW

DIMENSION A CONTRIBUTION TO RESULTS	DIMENSION B CONTRIBUTION TO PROGRAMMING	PROGRAMMING LEVEL
A1. SSTC added value as a program accelerator	A2. Strengthened SSTC as an accelerator	B1. SSTC contribution to country level results CPD
	A3. Resources leveraged through SSTC	B2. SSTC contribution to regional level results RP
		B3. Increased HQ support to SSTC GP
		B4. Integrating SSTC into program planning SP
Partners Sphere of influence		UNFPA Sphere of control

4.2 Evaluation

- A. The formative evaluation of SSTC identified several opportunities for better leveraging SSTC at UNFPA. It recommended that UNFPA, “improve monitoring and evaluation of SSC interventions, and strengthen efforts in the communication and knowledge management of results, in order to better demonstrate programmatic impacts of SSC and showcase the UNFPA SSC experience.”¹⁷
- B. When developing programme evaluation plans, how SSTC is utilized as a programming strategy towards the intended results should be included in the evaluation.

17 UNFPA, Formative Evaluation of South-South and Triangular Cooperation, 2020, p. 75. [Link](#)

4.3 Reporting

- A. Reporting on SSTC is an opportunity for the organization to have a clear sense of its results; capture the return-on-investments on SSTC; and position the organization as a thought-leader on this topic.
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- B. UNFPA offices are expected to leverage the reporting mechanisms of the organization to better capture SSTC initiatives, both in terms of the investment and the results. These reporting mechanisms include, but are not limited to, the ERP applications and the SIS/Myresult. Through these mechanisms, UNFPA consolidates the inputs from all offices in order to inform the Executive Director's annual report to the Executive Board and the Secretary-General's report to the General Assembly on the status of the implementation of SSTC. In addition, at the country level, reporting includes providing inputs to the Resident Coordinator's SSTC report that is consolidated by the UN Development Coordination Office (DCO).



UNFPA Executive Director Dr. Natalia Kanem meets with National Institute Health of Brazil (FIOCRUZ) to sign SSTC Memorandum of Understanding (2019)

Annex 1: Matrix of Key Action Points of the Operational Framework

OPERATIONAL DIMENSIONS	COUNTRY LEVEL	REGIONAL LEVEL	HEADQUARTERS LEVEL
<p>Mainstreaming SSTC in Programming Processes and Documents</p>	<p>Include SSTC as a programming strategy in the CPD.</p> <p>Consider SSTC in the entire UNSDCF process leading up to the CPD.</p> <p>Utilize SSTC indicators in the planning documents</p>	<p>Integrate SSTC in the RAP</p>	<p>Integrate SSTC systematically in technical and programmatic guidance documents</p> <p>Include SSTC in all programming documents</p> <p>Mainstream SSTC in the Performance and Development (PAD) plan of staff</p>
<p>Advocacy and Communication to support SSTC</p>	<p>Identify strategic opportunities for promoting SSTC in the country</p> <p>Promote the benefits of SSTC more widely through all available and appropriate platforms</p> <p>Lead in celebrating UN Day for South-South Cooperation (12 September)</p> <p>Brand all SSTC initiatives as part of UNFPA positioning strategy as SSTC champion</p>	<p>Identify strategic opportunities for promoting SSTC in the region</p> <p>Use messages on benefits of SSTC more widely by utilizing all available platforms</p> <p>Lead in celebrating UN Day for South-South Cooperation (12 September)</p> <p>Brand all SSTC initiatives as part of UNFPA positioning strategy as SSTC champion</p>	<p>Sharpen messaging on benefits of SSTC</p> <p>Identify strategic opportunities for promoting SSTC in major UN/UNFPA documents (e.g., Executive Board, SG report, etc.)</p> <p>Encourage all staff and partners to be SSTC advocates</p> <p>Lead in celebrating UN Day for South-South Cooperation (12 September)</p> <p>Brand all SSTC initiatives as part of UNFPA positioning strategy as SSTC champion</p>

OPERATIONAL DIMENSIONS	COUNTRY LEVEL	REGIONAL LEVEL	HEADQUARTERS LEVEL
Capacity building of UNFPA Offices and Partners	<p>Identify /Designate a focal point for SSTC</p> <p>Raise SSTC capacity of all staff in the office</p> <p>Assess capacity of institutions to match SSTC partnership supply/demand</p> <p>Maximize use of SSTC learning and training tools</p>	<p>Identify/designate a focal point for SSTC</p> <p>Raise SSTC capacity of all staff in the office</p> <p>Assess capacity of institutions to match SSTC partnership supply/demand</p> <p>Maximize use of SSTC learning and training tools</p>	<p>Train all staff involved in programming on SSTC</p> <p>Assess capacity of institutions to match SSTC partnership supply/demand</p> <p>Maximize use of SSTC learning and training tools</p>
SSTC Partnerships and Centres of Excellence	<p>Work with govts to implement BAPA recommendations</p> <p>Explore, expand, and nurture different types of partnerships</p> <p>Organize learning visits for national partners, as appropriate</p>	<p>Work closely with countries and provide support, as needed, in implementing and monitoring the BAPA recommendations</p> <p>Identify exemplary or potential Centers of Excellence that can be leveraged as global centers of excellence</p>	<p>Establish global centers of excellence</p> <p>Provide guidance to regions and countries on identifying and supporting global centers of excellence</p>
Documenting and Sharing SSTC Solutions	<p>Continue to identify SSTC solutions</p> <p>Strengthen documentation, evidence-gathering and reporting of SSTC initiatives, including the ability to create engaging images and videos</p>	<p>Strengthen documentation, evidence and reporting of SSTC initiatives, including the ability to create engaging images and videos</p>	<p>Promote UNFPA SSTC solutions in global platforms such as the South-South Galaxy</p> <p>Integrate successful SSTC practices in thematic/sectoral guidance documents</p>
Mobilization of SSTC Resources	<p>Include SSTC as part of partnership and resource mobilization strategy</p> <p>Tap govt resources to support SSTC</p> <p>Submit proposals to the South-South fund(s), as appropriate</p>	<p>Work closely with MICs in resource mobilization efforts</p> <p>Engage MICs in networking with other Southern partners in the region</p>	<p>Facilitate access to funding mechanisms for SSTC</p> <p>Identify ways to ensure that in-kind SSTC contributions are reflected in partnership and resource mobilization strategy</p>

Annex 2: List of Related Reference Documents

- A. [Guidance Note on the Utilization of SSTC in Programming](#)
- B. [Guidance Note on Centres of Excellence](#)
- C. [Guidance Note on SSTC Indicators](#)
- D. [Knock-on Effects: A Business Case for SSTC](#)
- E. [UN Systemwide Strategy and Action Plan on SSTC](#)
- F. [South-South Galaxy](#) (SSTC solutions platform)
- G. [myUNFPA SSTC Community](#) (for internal personnel only)

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