



Supplementary information note to the South-South and triangular cooperation policy update

Costed implementation plan (2023–2027)

Context

1. Driven by a strong consensus and advanced maturity at the Executive Board and among corporate stakeholders, the updated South-South and triangular cooperation (SSTC) policy empowers WFP to enhance and expand its position as a trusted and reliable broker and facilitator of South-South and triangular exchanges. As main policy outcomes, 1) governments will benefit from WFP's specialized support for SSTC and the matching of solutions in the area of SDG2, and 2) country-led SSTC will be recognized, developed and articulated to save lives and change lives, by strengthening national and local capacity and systems, deepening partnerships and mobilizing resources for accelerating progress to achieve zero hunger.
2. To achieve these outcomes and building on successes in the past years, WFP will specifically work towards: a) consolidating what it does best in SSTC; b) responding to emerging SSTC demands in critical areas; and c) ensure quality and results in the SSTC it supports.
3. As a strong commitment to maturing and strengthening the SSTC portfolio that benefits Global South developing countries and particularly the most vulnerable social groups, the updated policy introduces specific provisions for activating and accelerating corporate enablers.
4. These enablers are critical to both ensuring the success of the policy and addressing remaining gaps identified initially in the 2021 Office of Evaluation policy evaluation and validated during the extensive consultations during policy formulation in 2022. They are further backed by knowledge and analyses created in the context of the global task force on SSTC which gathers senior-level representatives from headquarters units, regional bureaux and country offices with strong SSTC portfolios.
5. As such, both the planning and the costing dimensions of this implementation plan benefit from advanced strategic and technical understanding of the financial and human resources needed, as well as the expertise required to achieve the policy's goals and outcomes.

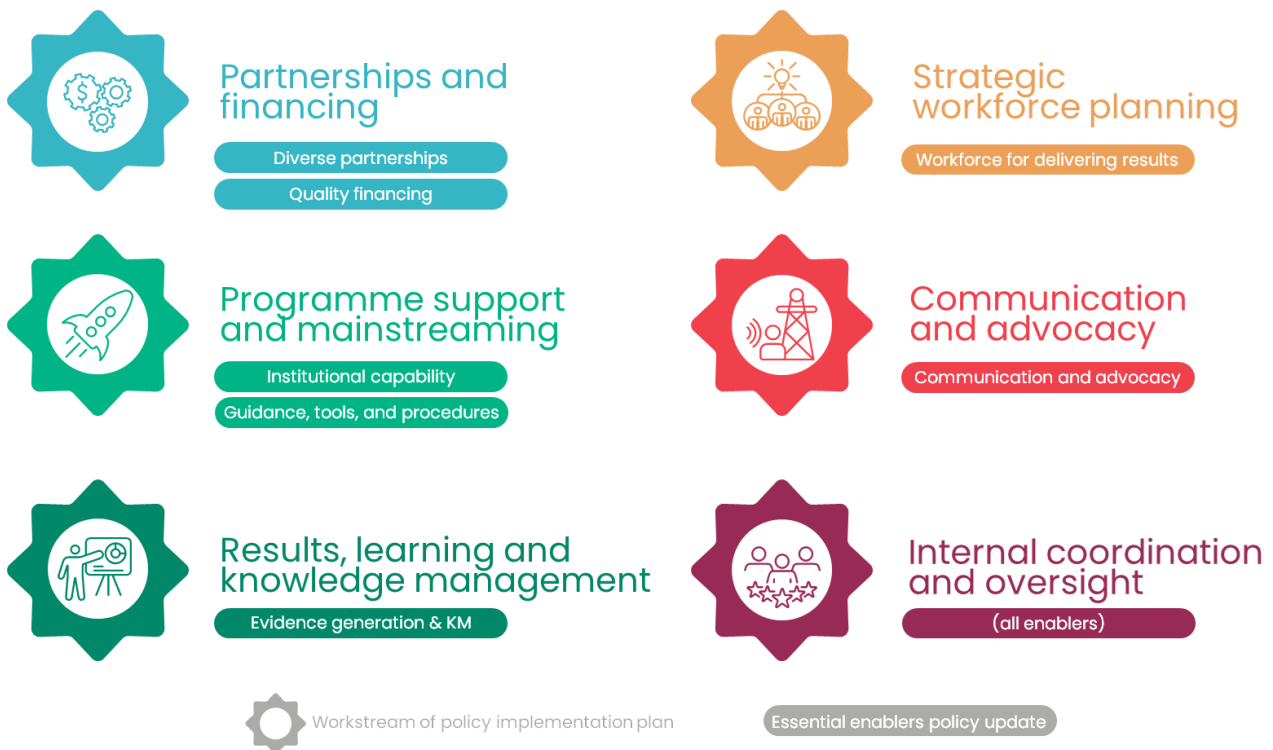
What is the policy objective?

Through the updated SSTC policy, WFP aims to enable Global South countries to sustainably share, adapt and implement zero hunger solutions to strengthen their systems, with a focus on the most vulnerable groups.

- The updated SSTC policy provides for a headquarters-level costed implementation plan covering the period 2023–2027. This “central” implementation plan will be cascaded at the regional and country office levels, as appropriate, with consistent support by the headquarters-based SSTC Unit. While ownership is shared by all corporate SSTC stakeholders and different units play an important role in putting the policy in practice, overall responsibility and accountability for policy implementation lies with the SSTC Unit.

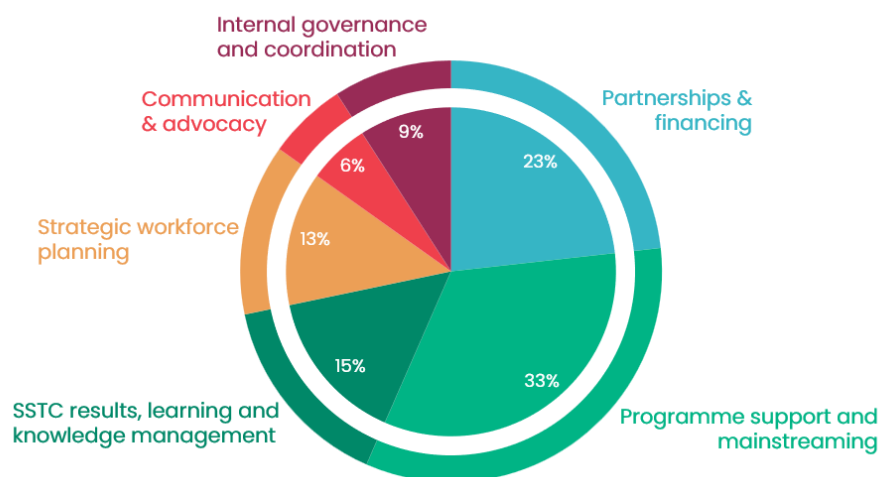
The basics

- As stated in paragraph 22 of the updated policy, the implementation plan revolves around the six workstreams which are aligned to the essential enablers as follows:



- Each workstream entails a set of activities which are explained in more detail in the table further below. This plan only refers to the central lead coordination of policy implementation. Regional and country-level plans will be developed and costed based on each regional bureau’s and country office’s needs and priorities.

9. The total cost of implementing the updated SSTC policy during the next five years (2023–2027) amounts to USD 9 million,¹ of which a third covers programme support and mainstreaming with a strong country-level focus. A bit less than a fourth is needed to invest in partnerships and financing, which has a critical role to play in growing the SSTC portfolio through new agreements with Global South and triangular partners. The residual 40 percent are distributed in a relatively equal manner among the remaining workstreams. Importantly, this total cost only reflects the corporate-level investment needed to implement the policy.



Planning per workstream

Workstream 1 – Partnerships and financing for SSTC

10. **In short, what is this about?** Bringing more partners on board and diversifying the financing basis with a view to scaling up WFP's SSTC portfolio.
11. **Why is this important?** The partnership and financing basis is critical to scaling up SSTC programs and initiatives, particularly at the country levels.
12. **In detail, what will be done?** WFP will design and implement focused partnership and financing strategies. These strategies have two objectives:
 - a) expanding partnerships with emerging and developed economies for political support, technical expertise, financing, and access to networks; and
 - b) securing incremental financing for SSTC programmes at the country level. WFP will ensure complementarity with fellow Rome-based agencies (RBAs) and other United Nations entities, including through country-level United Nations sustainable development cooperation frameworks. The partnership strategy will explore triangular partnerships with international financial institutions, private sector actors, and academia from the Global South. The financing strategy will prioritize scalability and sustainability, promoting diverse funding sources and instruments, in line with other partnership and financing approaches and units at WFP. Once both strategies are in place, WFP will pursue partnerships and additional financing according to annual targets.



Partnerships and financing

¹ Approximately one quarter to be covered with PSA allocation to SSTC.

Workstream 2 – Programme support and mainstreaming

13. **In short, what is this about?** Deepening capacities of and enabling financing to WFP country offices, regional bureaux and headquarters units which deliver SSTC support to governments and other national stakeholders.
14. **Why is this important?** Sufficient institutional, human and financial capacities are vital for WFP as a trusted and reliable partner for country-led SSTC while ensuring best solutions are ready to be shared.
15. **In detail, what will be done?** WFP will strengthen corporate capacities, particularly in country offices, by consolidating and updating SSTC programme guidance on aspects such as mainstreaming, results, financing, communication, gender equality, inclusivity, scalability, and return on investment. User-friendly guidance will be provided to support country office staff, along with innovative field support tools like South-South reviews. Assistance will be provided to country offices, regional bureaux, and headquarters thematic units in developing and implementing SSTC strategies, action plans, and policy implementation plans to ensure consistency. The mainstreaming of SSTC at the thematic level will be prioritized in areas with high impact potential for saving and changing lives. Project management support will be offered to country offices for mobilizing resources, financing, implementing, and monitoring SSTC initiatives, with expanded helpdesk functions at headquarters. Mechanisms will be established to engage provider countries and offer specialized support for effective SSTC. Lastly, support will be extended to headquarters units, regional bureaux, and country offices interested in SSTC in fragile contexts for impactful cooperation.



Workstream 3 – SSTC results, learning and knowledge management

16. **In short, what is this about?** Deepening the quality and accelerating results of WFP support to SSTC through effective monitoring, learning and analytical work.
17. **Why is this important?** Quality, results and learning are essential ingredients to grow the SSTC portfolio and expand partnerships and financing in an effective and sustainable manner.
18. **In detail, what will be done?** WFP will enhance evidence generation and knowledge management, focusing on results and learning from its facilitation of SSTC. This includes implementing the research and learning agenda, developing a monitoring and evaluation tool, integrating SSTC indicators in the corporate results framework, and revamping the SSTC Match platform for solutions from the Global South. Evaluation pilots for SSTC initiatives will be prepared in collaboration with the Office of Evaluation. Outcome measurement and return on investment will be key to WFP's analytical work, providing insights into impact, effectiveness, efficiency, and inclusiveness. A feedback mechanism with governments and external stakeholders will be established. WFP will align its knowledge management and reporting mechanisms with corporate platforms, centres of excellence, and internal innovation. This streamlining aims to optimize data and analysis usage for diverse reporting needs, including the Secretary-General's annual reports and United Nations system strategy implementation reports. Continuous monitoring of WFP's SSTC portfolio and policy implementation will be integrated into reporting efforts.



Workstream 4 – Strategic workforce planning

19. **In short, what is this about?** Developing and deepening WFP's human capital to support SSTC particularly at the country level.
20. **Why is this important?** The growth of the SSTC portfolio and the scale-up of SSTC initiatives require adequately prepared and motivated WFP workforce specializing in SSTC, specifically in country offices.
21. **In detail, what will be done?** WFP will enhance its SSTC workforce by aligning with corporate planning efforts and the CCS policy's internal capability development. National staff in country offices with significant SSTC portfolios will receive training to effectively support governments and stakeholders. SSTC-related guidance will be refined and consolidated, and tailored training packages will be developed through existing WFP platforms. Staff terms of references will be updated to clarify workloads, incentivize accountability, and ensure consistency in programmatic mainstreaming and financing mechanisms. Capacity and consistency of the existing workforce at various levels will be strengthened through dedicated training, learning, networking, and peer-to-peer opportunities.



Workstream 5 – Communication and advocacy

22. **In short, what is this about?** Positioning SSTC as a vital agenda internally, and WFP as a broker and facilitator externally.
23. **Why is this important?** The full potential of SSTC can only be deployed if all corporate layers are aware of how it contributes to WFP's mandate, while advocacy will help external stakeholders access WFP's support to SSTC in an informed manner.
24. **In detail, what will be done?** WFP will enhance its internal advocacy, corporate coordination, partnerships, resource mobilization, learning, and accountability for SSTC. Strategic communication and advocacy efforts will be intensified, aligned with corporate policies and supported by a multi-year communication plan. External positioning within the United Nations system and with member countries, including providers, recipients, and triangular partners, will be consolidated. Active participation in international processes, publications, and events under the United Nations Office for South-South Cooperation and other multilateral platforms will be prioritized. Proactive communication with government partners will facilitate access to and awareness of locally owned and context-specific Global South solutions, in coordination with country office teams.






Workstream 6 – Internal coordination and oversight

25. **In short, what is this about?** Enabling coordination and ensuring effective policy implementation.
26. **Why is this important?** Effective policy implementation requires a solid corporate mechanism for coordination and oversight.



27. **In detail, what will be done?** To ensure effective policy implementation, WFP will transition the existing global task force on SSTC into overseeing policy implementation, providing strategic guidance, and reviewing the overall SSTC portfolio. Leadership and technical teams in country offices will actively participate in this new mechanism to ensure relevance and feasibility of strategies and tools. WFP will disseminate the updated policy and implementation plan internally, supporting the design and roll-out of country-level and regional implementation plans. Improved coordination will be achieved through closer collaboration with Programme – Humanitarian and Development Division (PRO) units and centres of excellence. SSTC will be appropriately positioned in relevant corporate policies, processes, and platforms.

Workplan

Workstream	Activities
 <p>Partnerships and financing</p>	<ul style="list-style-type: none">1.1. Partnership approach design and implementation1.2. Financing approach design and implementation1.3. Outreach, donor relations and resource mobilization based on annual targets1.4. RBA collaboration including joint initiatives1.5. Inter-agency collaboration at the global level1.6. Support to country office in-country inter-agency collaboration1.7. Support to country office resource mobilization
 <p>Programme support and mainstreaming</p>	<ul style="list-style-type: none">2.1. Design and implementation of systematic approach to programme support suite and expanded helpdesk2.2. Development and rollout mainstreaming approach and guidance for country offices and headquarters units2.3. Support to country-level SSTC project management (project financed by global programmes)2.4. Support to new mechanisms to engage with provider countries2.5. Pilot support to fragile-to-fragile peer learning
 <p>Results, learning and knowledge management</p>	<ul style="list-style-type: none">3.1. Rollout and implementation of the SSTC research and learning agenda3.2. Design and rollout of monitoring and evaluation approach, guidance and toolkit rollout and implementation3.3. Continued integration and update of SSTC indicators in corporate systems3.4. Analytical work and publications, including evaluation pilots3.5. Design and implementation of knowledge management strategy including global knowledge platform3.6. Design and implementation of feedback mechanism with host governments3.7. SSTC reporting in corporate systems (annual country report, annual performance report) and United Nations system (quadrennial comprehensive policy review, Secretary-General)

Workstream

Activities



Strategic
workforce
planning

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- 4.1. SSTC strategic workforce mapped and strategic workforce planning implemented

 - 4.2. Staff training approach and implementation (WFP learning channels)

 - 4.3. Review and support to SSTC staff terms of reference

 - 4.3. Design and implementation of staff networking and peer learning approach



Communication
and
advocacy

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- 5.1. Multi-year communication plan design, implementation, and annual review

 - 5.2. Global advocacy plan design and implementation

 - 5.3. Participation in SSTC-related processes, publications, and events

 - 5.4. Support to and coordination with country office communication teams



Internal
coordination
and oversight

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- 6.1. Preparation and rollout of policy implementation steering and oversight mechanism

 - 6.2. Global SSTC retreats and meetings (annually)

 - 6.3. Policy dissemination and outreach

 - 6.4. On-demand support to country office and regional bureau policy implementation plans

 - 6.5. Joint programme of work with centres of excellence and PRO units

 - 6.6. Positioning of SSTC in corporate processes, platforms, policies, etc.
