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PERFORMANCE MANAGEMENT

POLITICAL WILL

NATIONAL SSTrC STRATEGY

ASSESSMENT FRAMEWORK FOR NATIONAL ECOSYSTEM FOR SOUTH–SOUTH AND TRIANGULAR COOPERATION

FINANCING MECHANISMS

CONNECTED ACTORS

SSTrC INFORMATION BASES

NATIONAL SSTrC BODY

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This assessment framework document was developed by the Islamic Development Bank (IsDB) based on its concept on National Ecosystems for South-South and Triangular Cooperation. The document was authored by Riad Ragueb, Ahmed Faruk Diken, Abdelhakim Yessouf, Abdul Majid Khan, Aminuddin Matt Ariff, Faquaruddin Mehmood, Moncef Soudani, and Sameh Hussein of the Reverse Linkage Section of the Islamic Development Bank.

CONNECTED ACTORS

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ASSESSMENT FRAMEWORK FOR NATIONAL ECOSYSTEM FOR SOUTH–SOUTH AND TRIANGULAR COOPERATION

REVERSE LINKAGE SECTION, ISLAMIC DEVELOPMENT BANK

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IsDB DEPARTMENTS

- Country Strategy and Cooperation Department.
- Economic Research and Institutional Learning Department.
- Operations Evaluation Department.

PARTNERS

- Organization for Economic Cooperation and Development (OECD).
- South Centre.
- UN Office for South-South Cooperation (UNOSSC)

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The **Islamic Development Bank** (IsDB) is an international financial institution with a current membership of 57 countries. Its mission is to promote comprehensive human development, with a focus on the priority areas of alleviating poverty, improving health, promoting education, improving governance and prospering the people.

Since its establishment, the IsDB has championed South-South Cooperation within its member countries as one of its key founding principles. For over four decades, the Bank has reflected this in its operations by bringing member countries together to help one another solve common development challenges through various programs. The Bank also has been contributing to the body of knowledge of South-South Cooperation.

CONTENTS

"The Islamic Development Bank (IsDB), based on its experiences in both field and analytical work in SSTrC and through in-depth discussions and exploration, together with its member countries, has identified the main pillars of an effective national institutional framework – or a "national ecosystem"– for SSTrC."

THE PILLARS OF THE SSTrC NATIONAL ECOSYSTEM

DEFINITIONS

CAPACITY DEVELOPMENT

The process through which individuals, organizations, and societies obtain, strengthen, and maintain the capabilities to set and achieve their own development objectives over time.

Source: UNDP publication entitled "Capacity Development: A UNDP Primer." The UNDP definition has also been adopted in the Islamic Development Bank (IsDB) Capacity Development Strategy.

SOUTH–SOUTH COOPERATION (SSC) (WORKING DEFINITION)

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.

Source: UNDP publication entitled "Frequently Asked Questions: South-South and Triangular Cooperation."
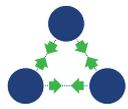
TRIANGULAR COOPERATION (TRC)[1] (WORKING DEFINITION)

Southern-driven partnerships between two or more developing countries, supported by a developed country or countries or a multilateral organization(s), to implement development cooperation programs and projects.

Source: UNDP publication entitled "Frequently Asked Questions: South–South and Triangular Cooperation."

SOUTH–SOUTH AND TRIANGULAR COOPERATION (SSTrC)

A collective reference to the terminologies of SSC and TrC as reflected in this document. The terminology does not imply that both concepts are implemented simultaneously.

NATIONAL ECOSYSTEM OF SSTrC

A collection of interlinked pillars with reinforcing feedback loops between them, which coexist and complement each other without a specific hierarchical order, to maximize the contribution of SSTrC to national development. These components include political will, national SSTrC strategy, information bases, connected actors, SSTrC agency, financing mechanism, and performance management.

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[1] The Global Partnership Initiative for Effective Triangular Cooperation (GPI) has developed voluntary guidelines, which also outline Triangular Cooperation. Triangular Cooperation is a transformative modality that offers an adaptable approach to evolving development challenges. This innovative strategy aims to accelerate progress on achieving the 2030 Agenda. Inclusive partnerships, including those that support the lives of the poorest, most vulnerable populations and those living in fragile states, constitute the basis of Triangular Cooperation and are essential to leaving no one behind. Triangular Cooperation builds on the complementary strengths of different actors to find innovative and cost-effective, flexible, context-specific solutions to development challenges. It can arise from a combination of South–South and North–South Cooperation, creating coalitions around the pursuit of shared development goals.

INTRODUCTION

"South–South and Triangular Cooperation (SSTrC) became an important modality of international cooperation for development that contributed to the achievement of the 2030 Agenda for Sustainable Development."

Developing countries, collectively referred to as the Global South (hereafter, often termed "the South"), have long envisioned a mutually beneficial cooperation model founded on a common history and shared values of solidarity, fairness, and mutual support. The efforts of the South to elaborate "more specific regional, sub-regional, and national programs of cooperation"[2] have been recognized since the Bandung Conference in 1955 and the Buenos Aires Plan of Action (BAPA) for Promoting and Implementing Technical Cooperation among Developing Countries in 1978. These deliberations culminated in a set of principles that formed the South–South Cooperation (SSC) framework. Over the years, the depth and breadth of SSC have increased, leading to more effective interventions in technical cooperation and South–South trade and investments, as well as in other exchanges. Traditional donors have noted how SSC has developed into an effective mechanism for solving development challenges and are increasingly supporting SSC through a mechanism termed Triangular Cooperation. Thus, South–South and Triangular Cooperation (SSTrC) became an important modality of international cooperation for development that contributed to the achievement of the 2030 Agenda for Sustainable Development.

Over the following decades, many conferences were held to assess progress in the area of SSTrC. Most recently, representatives of 160 countries gathered in Buenos Aires in March 2019 during the 2nd High-Level UN Conference on South–South Cooperation (also referred to as "BAPA+40"). During this conference, countries adopted the BAPA+40 Outcome Document, which provided various recommendations on how to strengthen SSTrC and to utilize this cooperation mechanism to solve development challenges in many areas, including economic development, combating climate change, strengthening female and youth environments, and developing resilience.

As highlighted in the BAPA+40 Outcome Document, the increasing complexity and sophistication, as well as the substantial scale of SSTrC, call for more effective institutional arrangements. To contribute to the discussion on the importance of national ecosystems for SSTrC, the IsDB and the South Centre partnered in 2019 to formulate a paper that offers an overview of the currently existing national institutional arrangements established by developing countries for SSTrC and highlights the importance of strong national ecosystems for successful engagement in and contribution to SSTrC.

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[2] South Commission, *The Challenge to the South* (Oxford University Press, 1990), p. 157.

This research took into consideration the experiences of the countries of the South, as well as the experiences of the IsDB and the South Centre in their capacities as multilateral development institutions and think tanks addressing the development concerns of their respective member countries. The study identified the good practices and lessons learned from developing countries' experiences that could be used for strengthening national ecosystems for SSTrC and specifically formulated a new framework for national institutional arrangements—or national ecosystems for SSTrC—comprising seven key pillars.

These pillars are: (i) political will; (ii) a national strategy for SSTrC; (iii) a national body that acts as the focal point for SSTrC interventions; (iv) information bases that enable countries to map their national capabilities and development solutions that can be shared with others while also identifying issues that can be addressed through SSTrC; (iv) connected actors that coordinate their SSTrC efforts and activities in order to harmonize their interventions and amplify the effect of their work; (v) national financing mechanisms that provide the necessary resources for countries to engage in SSTrC regionally and globally; and (vi) performance management systems that allow countries to assess how well they are fulfilling their SSTrC engagements and to find ways to continuously improve.

The formulation of the Bank's national ecosystems for the SSTrC framework provided a solution to the theoretical discussion on which elements should constitute the institutional arrangements in any given country that can enable engagement in SSTrC by making the best use of their domestic expertise and resources to help other countries in need, while also benefiting from others in addressing their own national development challenges.

To operationalize the framework of national ecosystems for SSTrC to benefit the member countries, the Bank also formulated the "Capacity Development Program for Enhancing National Ecosystems for SSTrC in IsDB Member Countries," which was approved in December 2019. This program aims to assist member countries in developing their national ecosystems for SSTrC, enabling them to meaningfully engage in SSTrC interventions at sub-national, national, regional, and global levels. The program will be implemented by using the Reverse Linkage modality as a key mechanism. Member countries with strong national ecosystem pillars in place will become providers for other countries that require capacity development. Furthermore, countries with relatively strong ecosystems can still benefit from this program to complete the development of the seven pillars of the national ecosystem for SSTrC.

"This research took into consideration the experiences of the countries of the South, as well as the experiences of the IsDB and the South Centre in their capacities as multilateral development institutions and think tanks addressing the development concerns of their respective member countries."

In the implementation of the subject capacity development program, one of the important steps is to undertake country-specific assessments of the existing national ecosystems for SSTrC. The assessment process is expected to reveal a country's capacity requirements, which will then be followed up with the design and implementation of a tailored capacity development intervention. This framework will serve as a diagnostic toolkit and provide suggested steps on how to conduct the assessment.

To undertake the country-specific assessments, the Bank has developed the Assessment Framework for National Ecosystems for SSTrC for use in the IsDB member countries. These assessments may be conducted directly by the Bank's staff in cooperation with other development partners or indirectly by commissioning expert firms to apply the assessment framework as outlined in this document. In all cases, the country assessments will be endorsed and owned by the member countries themselves through the relevant authorities of their respective governments. The application of this Framework will consider the particular conditions and context of each country. The Framework will be continuously updated and improved based on future assessments.

Whereas the mechanism of SSTrC contains dimensions of technical cooperation, investment, and trade, it should be noted that the assessment will focus on the technical cooperation dimension of SSTrC.

OVERVIEW OF THE ASSESSMENT FRAMEWORK

The assessment framework of the national ecosystem for SSTrC includes a country context analysis as a provider and recipient in SSTrC, as well as an individual assessment of each pillar. As the preliminary step in assessment, the country context analysis aims at developing a basic understanding of the history, boundaries, and key features of the institutional SSTrC arrangements of the country in question. Then for each pillar of the SSTrC ecosystem, the assessment framework recommends applying certain criteria, each of which is assessed through raising a set of questions. The following diagram provides a conceptual depiction of the assessment framework for the national ecosystem (See Figure 1 below).

FIGURE 1 CONCEPTUAL ILLUSTRATION OF THE ASSESSMENT FRAMEWORK OF THE NATIONAL ECOSYSTEM FOR SSTrC

OVERALL CONTEXT ANALYSIS
- ○ Question-1
- ○ ...
- ○ Question-x

PILLAR-1
- ● **Criterion-A**
  - ○ Question-1
  - ○ ...
  - ○ ...
  - ○ ...
  - ○ Question-x
- ● **Criterion-2**
- ● **...**
- ● **...**
- ● **Criterion-n**

PILLAR-2

PILLAR-3

PILLAR-4

PILLAR-5

PILLAR-6

PILLAR-7

To apply the assessment framework, it is important to consider the following guidelines:

ASSESSMENT GUIDELINES

The application of this Framework will be flexible, taking into account the particular conditions and context in each country;

Quantitative and qualitative information should be gathered from different sources, rather than adopting a risky approach of relying on a single source for information;

The information gathered from different sources should be cross-validated to develop accurate answers for each question;

The assessment should consider both qualitative and quantitative data whenever available. Data and source confidentiality should be maintained until the relevant national authorities agree on its release;

The information/data may be gathered through various means, such as desk research, literature reviews, structured online or paper-based questionnaires, workshops, or one-or-one interviews;

Specific tools may be developed to facilitate information gathering in a certain country;

The information-gathering process should engage the SSTrC stakeholders (as detailed in the Connected Actors Section of the Framework) to the highest possible extent. This approach is required to increase the assessment process's reliability and build awareness of the need to enhance the SSTrC ecosystem;

The assessment team should allow adequate time to complete the assessment process in order to be thorough and comprehensive before reaching certain conclusions regarding particular criteria/pillars;

At the end of the information gathering, the assessment team should undertake a thorough consistency check to avoid contradictions between answers to certain questions under specific pillars.

Because the assessment framework is envisaged to be modular, its application in a certain country can cover only selective pillars. On the other hand, more questions can be added to deepen the analysis of a specific pillar/element in a country.
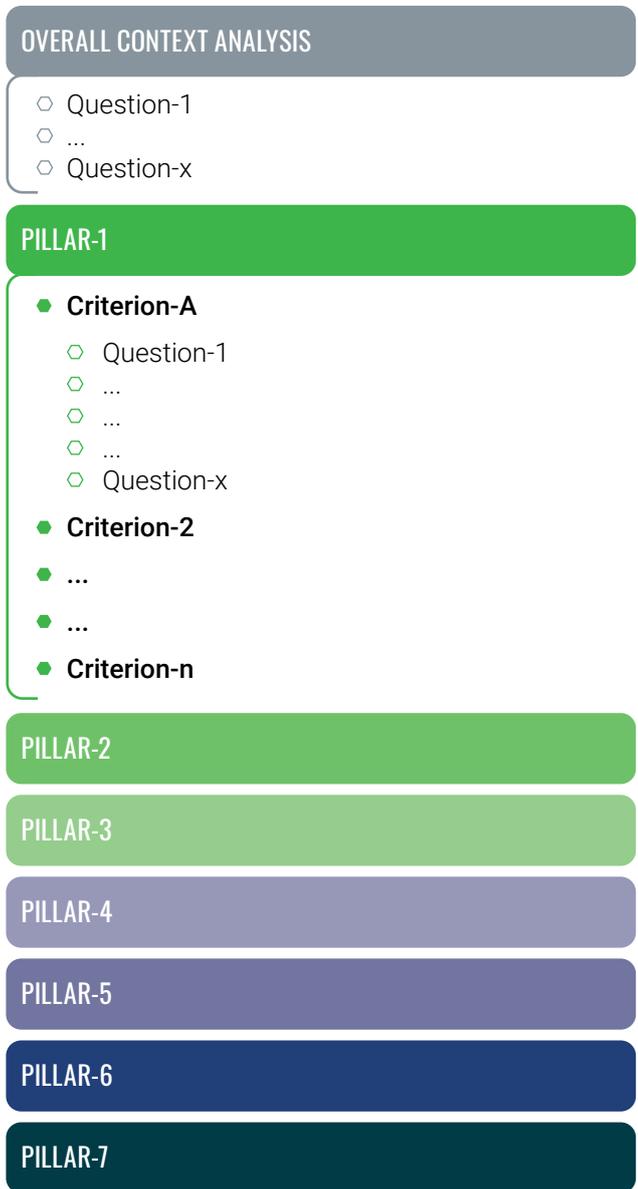
Steps for formulating a capacity development plan based on the assessment: To move from the stage of undertaking the assessment of the SSTrC ecosystem to formulating a capacity development plan in cooperation with the member country concerned, the following sequence of steps may be followed:

Focus on the pillars/elements of the SSTrC ecosystem being assessed for capacity enhancement;

Analyze the underlining causes of the capacity level, listing both strengths and weaknesses. Develop recommendations for raising the capacity of the remaining pillars/elements found to have weak or no capacity based on the assessment;

Cluster the actions in terms of short-, medium-, and long-term pillar action, and then use a candidate action owner to delegate responsibilities;

Identify the interdependencies and necessary feedback among the planned actions;

Develop an overall timeline and identify the resources for implementing the capacity development actions while respecting the interdependencies.

"The application of this Framework will be flexible, taking into account the particular conditions and context in each country."

COUNTRY CONTEXT ANALYSIS

The overall country context analysis aims to provide information on the role played by the country as a provider and/or recipient. It will examine aspects of the national ecosystem, including SSTrC's institutional/ enabling environment, governance, and performance. It will be conducted as a desk review. Information will be obtained from various available data sources. It should also take account of the review of the past IsDB interventions, including Technical Cooperation Program operations and Reverse Linkage projects.

This preliminary country context analysis provides the first step in the SSTrC diagnosis of national ecosystem conditions, to check the existence of the pillars, assess their apparent strengths and weaknesses to the highest extent possible, and identify ways to deepen the analysis during the field mission.

The overall country context analysis should: (i) identify on what basis SSTrC takes place (i.e., bilateral, regional, intraregional, or interregional); (ii) identify the format of the cooperation (whether it is knowledge sharing; exchange of expertise and skills; exchange of resources; and/or exchange of technology and development solutions); and, (iii) identify whether cooperation occurs in collaboration with traditional donor countries and multilateral organizations and which financing mechanisms are used.

The country context analysis should be structured around the seven pillars of the national ecosystem as follows:

POLITICAL WILL

Identifying whether the country has political orientations that guide and govern SSTrC, and gauging the activities and statements of the national leaders related to SSTrC;

NATIONAL SSTrC STRATEGY

Identifying whether the country has any stand-alone strategy or apparent orientations for SSTrC included in the national development plan, national cooperation policy, or similar national documents;

NATIONAL SSTrC BODY

Determining whether the country has a dedicated national body responsible for coordinating and/or undertaking SSTrC activities and outlining its mandate, mission, and vision, and main achievements;

> **"The overall country context analysis aims to provide information on the role played by the country as a provider and/or recipient."**

SSTrC INFORMATION BASES

Identifying whether the country has information bases on its cooperation for development activities and whether SSTrC information collection, processing, and dissemination arrangements are in place within these bases. The information bases' content may include countries' development indicators, national resource centers, rosters of experts, SSTrC national strategies, available technologies and developmental solutions, partners, SSTrC requests, SSTrC projects, and SSTrC mechanisms.

CONNECTED ACTORS

Determining and understanding the roles of the key actors involved in SSTrC, including government policy-makers, national implementing and coordination agencies, local governments, civil society organizations, private sector employees, universities, and other stakeholders.

FINANCING MECHANISMS

Checking whether the country has financial mechanisms in place to support undertaking SSTrC activities and interventions. The financial mechanisms for SSTrC may include national budget lines and specific funds, such as trust funds, thematic funds, and crowd funds.

PERFORMANCE MANAGEMENT

Determining whether the country has a national performance management system for SSTrC. The main elements of the performance management system may include performance indicators, as well as reporting mechanisms to ensure the adequate monitoring of the efficiency and effectiveness of SSTrC.

"The country context analysis should be structured around the seven pillars of the national ecosystem."

IDENTIFY SSTrC BASIS

PERFORMANCE MANAGEMENT
7

POLITICAL WILL
1

NATIONAL SSTrC STRATEGY
2

IDENTIFY COLLABORATORS AND FINANCIAL MECHANISMS

FINANCING MECHANISMS
6

CONNECTED ACTORS
5

SSTrC INFORMATION BASES
4

NATIONAL SSTrC BODY
3

IDENTIFY FORMAT OF COOPERATION
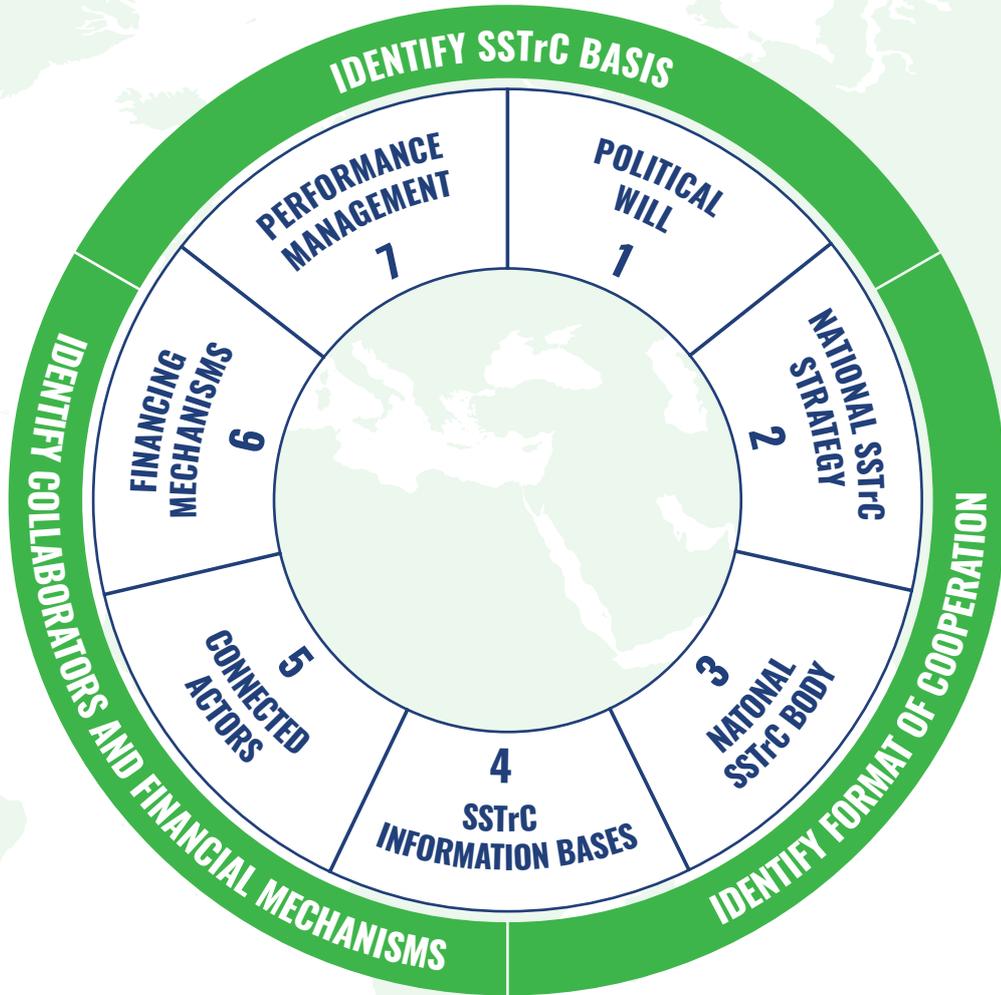
PILLAR 1: POLICITICAL WILL
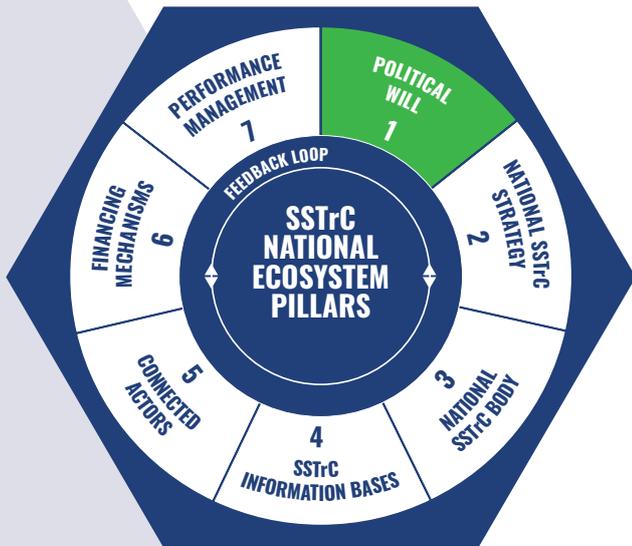
"Political will is the desire of leaders to help other countries and be helped by other countries for mutual benefit, as well as to contribute to addressing regional and global development challenges."

DESCRIPTION

Political will is the desire of leaders to help other countries and be helped by other countries for mutual benefit, as well as to contribute to addressing regional and global development challenges.

The belief of the country's leadership in SSTrC creates a complete SSTrC ecosystem, not just a national body for SSTrC, and provides motivation for each part of the ecosystem to advance. Leaders with strong political will drive change and inspire SSTrC vision, encourage all organizations involved to implement the vision, and ensure that SSTrC is mainstreamed within the country's national development plans.

Organizations excel at observing their leaders' stances on important issues; therefore, these organizations need more than words to believe that their leaders consider SSTrC to be important.

The leaders' role is to instill SSTrC culture in the country, which means establishing a common, sustained appreciation of SSTrC's potential. Leaders must participate in setting SSTrC priorities, sponsoring SSTrC initiatives, appointing SSTrC envoys, creating incentives to promote SSTrC, and rewarding SSTrC actors. The leader must set challenging yet realistic targets for the SSTrC ecosystem and its organizations. If a leader sets unrealistic targets, organizations will either reject them or create an unsustainable ecosystem.

One way of translating the political will into action is to establish governance structure and mainstream SSTrC to formulate a regulatory framework that facilitates and governs SSTrC and reduces red tape that may limit SSTrC effectiveness. Other examples of expressing political will include visits by heads of state and leaders of various national institutions to countries from the Global South. Such visits signal a spirit of solidarity in working to solve common development challenges.

At the global level, countries' strong political wills are expected to change the landscape of SSTrC. In other words, these inclinations provide leadership positions with respect to SSTrC, along with the impetus for international organizations to perform the roles of facilitator and connector in SSTrC interventions.

ASSESSMENT CRITERIA AND QUESTIONS

ENGAGEMENT AT THE TOP STATE LEVEL

This criterion refers to the engagement of the top level of the country (head of the state/government, etc.) in driving the SSTrC agenda and in furthering the country's experience and efforts in the development of SSTrC. The political commitment and involvement of developing countries' leadership are necessary for ensuring that legal, institutional, and policy arrangements will fully enable and guide smooth institutionalization and operationalization of national SSTrC activities:

To what extent is there awareness of SSTrC principles and benefits at the country's top state level?

Who is currently leading the country's engagement in SSTrC at the top state level?

How does one determine the engagement of the country's top state level from an SSTrC perspective?

How is the engagement of the top-level leadership of a country translated into action?

To what extent do national leaders refer to SSTrC principles in their speeches?

Is SSTrC part of the agenda of leaders in their official country visits?

To what extent do the actions taken by the political leadership contribute to instilling SSTrC values and principles[3] in national institutional frameworks (such as the constitution, legal framework, or development plan)?

What is the level of the country's participation in international fora related to SSTrC?

ARTICULATION IN THE CONSTITUTION

This criterion refers to the incorporation of SSTrC in the constitution of the country. Such inclusion reflects that the country is institutionally committed to being active in SSTrC, both as a provider and recipient. The use of SSTrC is not linked to one person; instead, it is institutionalized at the national level:

Is SSTrC reflected in the constitution of the country?

If SSTrC is reflected in the constitution of the country, how is it reflected?

To what extent do the provisions referring to SSTrC in the constitution achieve the ambitions of the country?

ESTABLISHMENT OF LEGAL FRAMEWORK

This criterion refers to the existence within the country of a policy framework for SSTrC. This can be accomplished through laws, decrees, and regulations adopted by the country. This criterion examines the cascading of the constitution into legislation. It also reflects the first step in translating political will into action:

What are the key references within the legal framework of the country (i.e., laws, decrees, and regulations) for engaging in SSTrC?

How comprehensive is the legal framework set by the country for SSTrC development?

What are the incentives to promote the use of SSTrC by various stakeholders in light of the legal framework?

Is there a process for reviewing the SSTrC framework?

INCLUSION OF SSTrC IN THE NATIONAL DEVELOPMENT PLAN

This criterion refers to how political will is translated to a country's national development plan. This plan should have a substantive role for SSTrC in achieving the national development goals. This may guide the work of public institutions and private agencies to catalyze their SSTrC initiatives:

To what extent is SSTrC reflected in the national development plan?

INCLUSION OF SSTrC IN FOREIGN POLICY

This criterion refers to how political will is implemented into a country's foreign policy, which should have a substantive role for SSTrC in achieving the country's international goals. This may guide the work of public institutions and private agencies to catalyze their SSTrC initiatives:
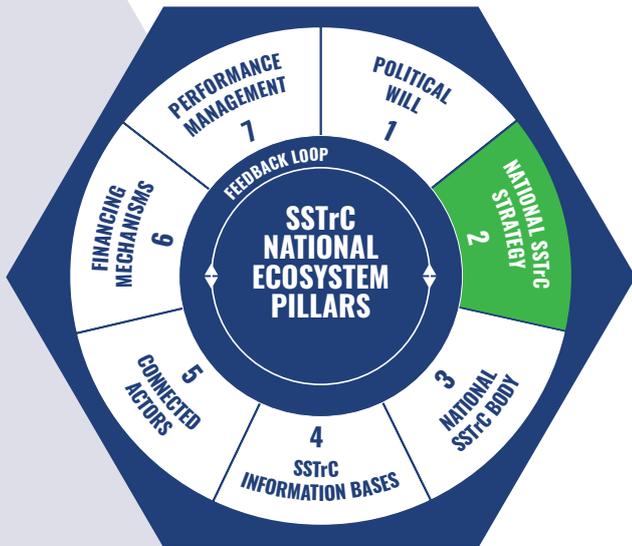
To what extent is the SSTrC reflected in foreign policy or in international cooperation strategies?

Do the country's foreign affairs practices actually rely on SSTrC as an effective engagement approach?

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[3] The initial set of South–South Cooperation principles was enshrined in the Final Communique of the 1955 Bandung Asian–African Conference. These principles are highlighted in the South Centre article, which can be accessed here: https://www.southcentre.int/question/revisiting-the-1955-bandung-asian-african-conference-and-its-legacy/. The full Final Communique is available here: https://www.cvce.eu/en/obj/final_communique_of_the_asian_african_conference_of_bandung_24_april_1955-en-676237bd-72f7-471f-949a-88b6ae513585.html

PILLAR 2: NATIONAL SSTrC STRATEGY

SSTrC NATIONAL ECOSYSTEM PILLARS

1 POLITICAL WILL
2 NATIONAL SSTrC STRATEGY
3 NATIONAL SSTrC BODY
4 SSTrC INFORMATION BASES
5 CONNECTED ACTORS
6 FINANCING MECHANISMS
7 PERFORMANCE MANAGEMENT
FEEDBACK LOOP

"The purpose of the SSTrC strategy is to enable a country to fully benefit from SSTrC in achieving its national development plan as both a provider and recipient."

DESCRIPTION

The purpose of the SSTrC strategy is to enable a country to fully benefit from SSTrC in achieving its national development plan as both a provider and recipient. Similar to a map, the SSTrC strategy guides the organizations concerned through the scope and direction of each one's interventions.

At its highest level, the SSTrC strategy will be anchored in SSC principles and will endeavor to enhance soft values, such as the culture of knowledge sharing, solidarity through stronger ties with other countries, and mutual benefits. These soft values will lead to stronger international reputations and enhanced business opportunities abroad for the national stakeholders and the countries at large. In this respect, it is important to consider that the SSTrC strategy differs from an organizational business strategy that aims to obtain immediate financial benefits for shareholders.

The SSTrC strategy should be based on a rigorous analysis of the political, economic, social, and technological contexts and their predicted changes. This analysis should answer key questions, including the following: (i) What expertise and solutions are required to address the country's first-order challenges?; (ii) Which countries can provide them?; (iii) How do the country's competencies best serve its overall development strategy and international cooperation agenda?; and (iv) Where can the country create a strong presence and image in line with its foreign affairs agenda?

All stakeholders, including resource centers, line ministries, private sector employees, and civil society organizations, should be involved in both contextual analysis and answering the key questions of the SSTrC strategy. The large stakeholders' map creates a menu of choices and establishes specific SSTrC strategic objectives. Selection criteria based on criticality and feasibility should be applied.

SSTrC strategic objectives should facilitate critical success and crucial business activities to ensure its operationalization.

The SSTrC strategy should be formally endorsed by the relevant national authority, and its overall implementation should be entrusted to the relevant entity. The SSTrC strategy implementation further entails detailed responsibility delegation: mobilizing essential financial, human, and technological resources; configuring these resources; and converting them into soft values for stakeholders.

Due to the rapidly changing international context, the SSTrC strategy should not be prescriptive, and strategy formulation should be viewed as an emergent and iterative process.

The SSTrC strategy could be a standalone document or part of a wider international cooperation document of the country.

ASSESSMENT CRITERIA AND QUESTIONS

If the SSTrC strategy exists or is embedded in any wider international cooperation documents (e.g., sectoral strategies, foreign policy documents) of the country, the following criteria will be applied. Otherwise, only the criteria related to SSTrC practices (beginning with para. 45) will be applied.

TIMELINESS

The SSTrC strategy will be implemented in a highly dynamic environment in terms of the country's demands and offerings, as well as the SSTrC stakeholders' priorities:

Was the SSTrC strategy prepared during the last five years?

When was the last revision of the SSTrC strategy?

RELIABILITY

The SSTrC strategy is meant to determine the volume, scope, and direction of SSTrC activities for several years to come. Therefore, the reliability assessment determines whether the strategy formulation was based on a thorough analysis of reliable and well-validated information gathered from various sources:

Which institution led the formulation of the SSTrC strategy?

To what extent was the strategy based on complete and accurate contextual analysis?

To what extent did the strategy formulation involve wide consultation with a range of stakeholders?

Was the strategy reviewed and formally endorsed by the relevant national authority?

COMPREHENSIVENESS

The scope of SSTrC is particularly wide, with substantial potential to impact development. SSTrC can be used to obtain assistance from and/or offering assistance to other countries. Assessing comprehensiveness determines to what extent a strategy considers the entire potential of SSTrC:

Does the strategy determine domains for SSTrC in only one direction or in two directions (i.e., recipient and provider)?

Does the strategy cover only technical cooperation, or does it cover other sorts of cooperation as well (e.g., economic cooperation or trade)?

Does the strategy identify specific countries with whom to cooperate?

Does the strategy specify selective sectors on which to focus?

Does the strategy specify key international partners with whom to cooperate?

IMPLEMENTABILITY

The real value of the SSTrC strategy results from its successful implementation. Therefore, the strategy should specify the necessary factors for this successful implementation. Assessing implementability determines to what extent the strategy elaborates on the implementation aspects:

Is there a budget allocated for the implementation of the strategy?

Does the strategy suggest critical factors for success?

Does the strategy determine critical activities related to these critical factors for success?

Does the strategy suggest key performance indicators (KPIs)?

Has the strategy been translated into a detailed action plan?

RELEVANCE

The SSTrC strategy should contribute to achieving the national development plan. To that end, assessing its relevance determines the extent to which the strategy is a good reflection of the country's strengths and weakness, as well as the extent to which the strategic targets are achievable:

Is the aspiration reflected in the strategy in line with the current realities of the country?

Does the strategy address the country's needs as identified in its development plan?

Does the strategy indicate the country's capacity and expertise and resources it can share with other countries through its resource centers[4]?

ENFORCEMENT

The SSTrC strategy should be formally endorsed by the relevant national authority, and the overall coordination of its implementation should be entrusted to the relevant entity. Institutional accountability and individual leadership should initiate implementation. Assessing the enforcement examines these aspects:

Is the strategy supported by a law, regulation, or resolution that enforces its implementation?

What is the level of accountability of the entity entrusted with the overall coordination of the implementation of the strategy?

How does the individual leadership among the concerned stakeholders drive strategy implementation?

MONITORING AND EVALUATION

A dynamic environment can easily hinder the progress of a strategic plan unless the implementation is systematically monitored. Assessing the monitoring mechanisms examines the effectiveness of SSTrC strategy implementation:

How do the strategy's monitoring and evaluation systems work?

Is there a systemic process for collecting performance indicators?

Will the performance review result in corrective actions?

Is the performance review conducted by an independent entity?

PROGRESS

This criterion examines the actual progress of a strategy as another piece of evidence of its relevance into the country and the concerned entities:

What is the completion ratio of the strategy implementation so far?

Is the speed of implementation matching the original plan?

Is the cost of implementation matching the original estimates?

What are the main challenges facing the strategy implementation?

SSTrC PRACTICES

If the country concerned does not have an SSTrC strategy (regardless of being a standalone document or not), the following exploratory and assessment questions can be used to provide knowledge of the actual SSTrC practices, in contrast to the SSTrC strategy:

As per the current practices, what are the main provider countries?

As per the current practices, what are the main recipient countries?

Who are the main international partners supporting the country's SSTrC activities?

What are the main sectors covered by the country's SSTrC activities?

Are the SSTrC provider activities in line with the country's current areas of excellence/expertise?

Do the SSTrC recipient activities best serve the country's current needs with respect to its national development plan?

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[4] Resource centers, according to the IsDB, are national institutions that have proven expertise in one or more thematic areas which have the capability and capacity to work with institutions in other countries in order to help them solve their development challenges by sharing their know-how, expertise and resources through solidarity-based, peer-to-peer exchanges.

PILLAR 3: NATIONAL SSTrC BODY
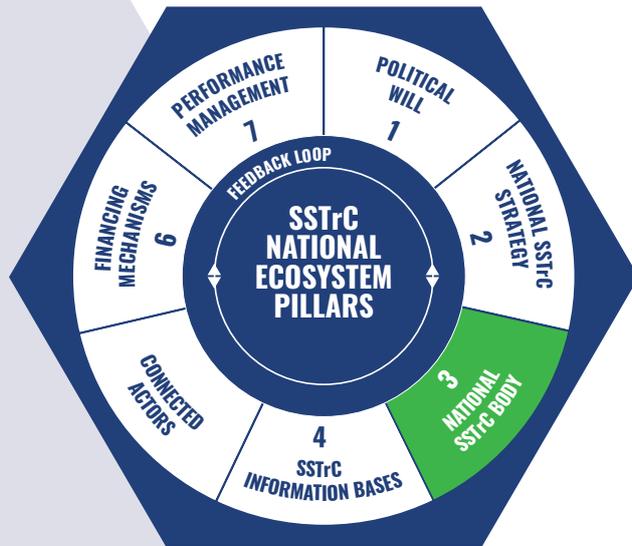
"The SSTrC body may work on both the supply and/or demand of developmental solutions from within the country and the South."

DESCRIPTION

Countries of the Global South need to move from fragmented SSTrC activities headed in different directions and driven by short-term needs to a more structured approach. This approach may be secured by establishing a national SSTrC body that coordinates and orchestrates the country's SSTrC activities.

Furthermore, the national SSTrC body may perform a dual role for the country as both a provider and recipient. Hence, the SSTrC body may work on both the supply and/or demand of developmental solutions from within the country and the South.

The national SSTrC body's main role will be to connect different pillars and partners of the SSTrC ecosystem by influence rather than authority, and its core competencies should include establishing partnerships, planning, negotiation, and project management. To this end, the national SSTrC body must lead a process of strategic negotiations with each SSTrC stakeholder to convince the stakeholders to undertake the necessary changes at their respective levels.

The national SSTrC body must build result-oriented partnerships with their peer institutions in other countries.

The SSTrC body may take different institutional forms, including the following: (i) a national committee; (ii) an organizational unit such as a department or unit within an existing institution, or (iii) a stand-alone agency. The agency will be a fully developed institution that undertakes SSTrC activities with its staff and/or coordinates the work of others. In all cases, an SSTrC body should be staffed with a sufficient number of well-trained SSTrC specialists.

ASSESSMENT CRITERIA AND QUESTIONS

There are different approaches and criteria for analyzing organizations' capacities. In this exercise, following the Bank-recognized concept of capacity development, we will adopt as criteria the three capacity levels/dimensions: individuals, organizations, and enabling environments.

ORGANIZATIONAL LEVEL

This criterion refers to the capacity of the national SSTrC body in terms of corporate governance, business capacity, and organizational resources to deliver its mandate in an effective, efficient manner. This ability can be described as follows:

CORPORATE GOVERNANCE

To what extent is the mandate of the SSTrC body comprehensive and relevant to the needs of the country?

Does the SSTrC body have a vision/roadmap/business plan?

Does the SSTrC body have coherence between its vision, mandate, and business plan?

To what extent does the national SSTrC body have effective planning, monitoring, evaluating, and learning systems?

Are the programs within the organization reviewed and adapted regularly to reflect changing capacities and a changing environment?

To what extent is the organization decentralized at the national and/or international vision level(s)?

BUSINESS CAPACITY (FUNCTIONS)

Does the organization have the required complete functional structure to implement its mandate?

Does the organization consistently have the required system and sufficient resources for financing SSTrC activities?

Does the institution have the ability to build and maintain relationships within its setup/structures?

Do the institutional linkages engaged by the national body for SSTrC contribute efficiently to the organization's mission?

To what degree does the national body for SSTrC have the ability to deliver an effective program on its core business, namely SSTrC?

Does the national body for SSTrC have the required ability to mobilize funding for SSTrC interventions and programs?

Does the national body for SSTrC have the required credibility to attract external partners?

Is the national body for SSTrC benefiting from a sound procurement?

Does the national body for SSTrC benefit from a sound recruitment system?

To what extent does the national body for SSTrC have the ability to analyze current political trends and an understanding of external market development in terms of SSTrC and its consequences?

ORGANIZATIONAL RESOURCES (INFRASTRUCTURE, EQUIPMENT, AND RESOURCES)

Does the institution have the authority to commit to SSTrC?

Does the national body for SSTrC have the required equipment to deliver its mandate?

Does the national body for SSTrC have an adequate logistical service to deliver its mandate?

Does the national body for SSTrC have the required office equipment to deliver its mandate?

Does the national body for SSTrC have an adequate work environment to deliver its mandate?

Does the organization have the financial autonomy (dedicated budget and sustainable funding) to achieve its mission?

INDIVIDUALS LEVEL

This criterion refers to the capacity of the staff/management of the national SSTrC body in terms of quality (skills, knowledge, and motivation) and quantity (required number) to deliver the organization mission:

How many staff are working within the SSTrC body?

How many staff are in operations (projects and programs)?

How many staff are in support functions (e.g., administrative, legal, finance, and human resources functions)?

To what extent do the staff have the required technical expertise/background to undertake SSTrC activities?

To what degree do the staff have the project management skills to coordinate and/or monitor SSTrC interventions?

To what extent are the staff motivated, passionate, and working collectively to implement SSTrC activities?

Is the institution guided by strong leadership in the field of SSTrC?

INSTITUTIONAL ENVIRONMENT

This criterion refers to a broader system within which individuals and organizations function that either facilitates or hampers their existence and performance through hard rules, such as laws, policies, regulatory frameworks, and soft rules, such as generally accepted standards and values:

To what extent is the national body for SSTrC supported by a clear vision for SSTrC at the national level?

To what degree is the national body for SSTrC supported by a sound legal framework for SSTrC at the national level?

Is there coherence between the vision, mission, strategies, resources, and concrete actions of the national body for SSTrC?

Is the national body for SSTrC supported by a national strategy in which SSTrC plays a substantive role in achieving the national development goals?

To what extent is the national body for SSTrC supported by SSTrC information bases at the country level?

To what degree is the national body for SSTrC supported by national SSTrC stakeholders (connected actors) at the country level?

"There are different approaches and criteria for analyzing organizations' capacities – following the Bank-recognized concept of capacity development, we will adopt as criteria the three capacity levels/dimensions: individuals, organizations, and enabling environments."

PILLAR 4: SSTrC INFORMATION BASES
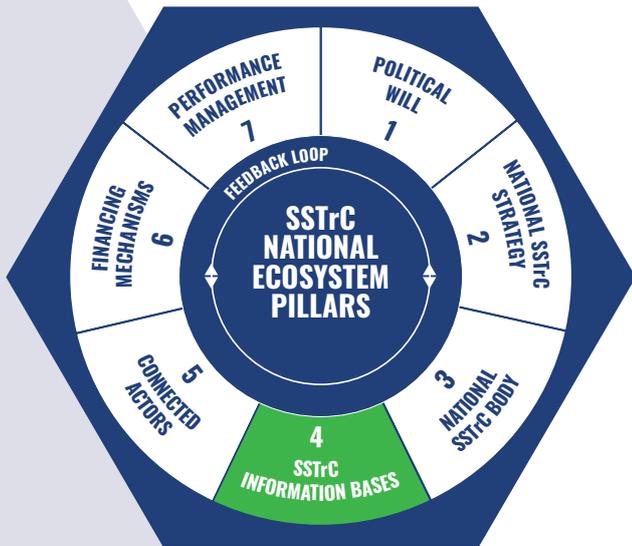
"A country should design its SSTrC information architecture and build many information databases in a gradual, integrated manner."

DESCRIPTION

Transforming the intention and good plans of SSTrC into effective actions requires a substantial amount of information. A country should design its SSTrC information architecture and build many information databases in a gradual, integrated manner.

The SSTrC information bases serve multiple purposes: monitoring areas of comparative advantage of the country; sharing information on trends and developments of SSTrC and transferable expertise, technology, and resources; knowing the demands of assistance; and disseminating SSTrC achievements and good practices.

The information bases' content may include countries' development indicators, national resource centers, rosters of experts, SSTrC national strategies, available technologies and developmental solutions, partners, SSTrC requests, SSTrC projects, and SSTrC mechanisms.

SSTrC information bases are not created solely by developing organization-wide IT systems. They also require a unified design of data objects, county-wide processes for data collection, and the delegation of those responsibilities to organizations and individuals.

Once built, an SSTrC information base should have a centralized administration but many contributors. In other words, the timeliness of content, information base intelligence, and ability to relate data objects to each other so that new SSTrC opportunities are identified are all more important than attempting to create a data monopoly.

SSTrC information bases are effective only if they are accessible and searchable by all SSTrC actors. Similarly, maintaining SSTrC ecosystem operations requires continuously collecting and sharing new information.

The SSTrC information architecture and strategy (i.e., genuine needs) should drive the growth of SSTrC information bases, not technology trends or ad hoc requests.

ASSESSMENT CRITERIA AND QUESTIONS

COMPREHENSIVENESS OF DESIGN

SSTrC should cover two directions of assistance flow: that of a provider and recipient. Furthermore, its scope may be particularly wide in terms of economic sectors, cooperating countries, and mechanisms. Assessing the comprehensiveness of SSTrC information bases confirms how their design echoes the expansiveness of SSTrC itself:

How is the information regarding SSTrC organized?

Does the country have a single automated database or multiple automated databases for SSTrC?

Does the database design include profiles of national resource centers?

Does the database design include a good description of developmental solutions?

Does the database design include a roster of individual experts?

Does the database design include SSTrC projects in different states (pipeline, active, completed)?

Are the data captured in both textual and geospatial formats?

Are there additional data objects in the SSTrC database?

EFFICIENCY OF DATA MAINTENANCE PROCESSES

SSTrC information bases are useful only if there are clear and decentralized responsibilities for updating them. This criterion examines the dynamics and efficiency of updating SSTrC information bases:

Is the data entry process decentralized?

Is the content of the information bases publicly accessible?

Are there easy ways to produce reports on different filtering criteria?

Timeliness: This criterion confirms how different data objects are frequently updated. In other words, it determines how data maintenance responsibilities are actually assumed:

Are the resource centers' profiles regularly updated?

Is the information on development solutions frequently updated?

Is the information on experts regularly updated?

Is the information on projects regularly updated?

Are other data objects being updated in the SSTrC database?

RELIABILITY

Assessing the reliability of the SSTrC information bases involves investigating the detailed aspects of data security. This process also entails seeking evidence of the dependability of reports produced from those information bases:

What are the data sources for the SSTrC information bases?

Are the responsibilities of data entry and date review separated?

Are the information bases subjected to regular Information Technology (IT) audits?

Are the reports produced from the information bases sent regularly to a governing entity as part of a formal monitoring process?

Are these reports publicly accessible?

UPGRADABILITY

The SSTrC information bases should always be subject to upgrade and enhancement, in view of the diversification of SSTrC activities. Assessing the expandability of information bases ensures the feasibility and resource availability to upgrade them:

Will the technical design of the information bases allow for expansion?

Is there appropriate technical documentation for the information bases?

Does the entity concerned have skilled human workers to expand the information bases?

Does the entity concerned have sufficient financial resources for upgrading the SSTrC information bases?

Does the entity concerned have a plan to expand the SSTrC information bases?

HARMONIZATION

The SSTrC information bases should serve the entire ecosystem for SSTrC, similar to how fuel makes a machine work. This criterion ensures that the SSTrC information bases work in harmony with the other pillars of the SSTrC ecosystem:

Do the information bases produce KPIs for monitoring the national SSTrC strategy?

Do the information bases include key information about knowledge-receiving countries prioritized in the national SSTrC strategy (e.g., key entities, development indicators)?

Do the information bases include key information about knowledge-providing countries prioritized in the national SSTrC strategy (e.g., key entities, development indicators)?
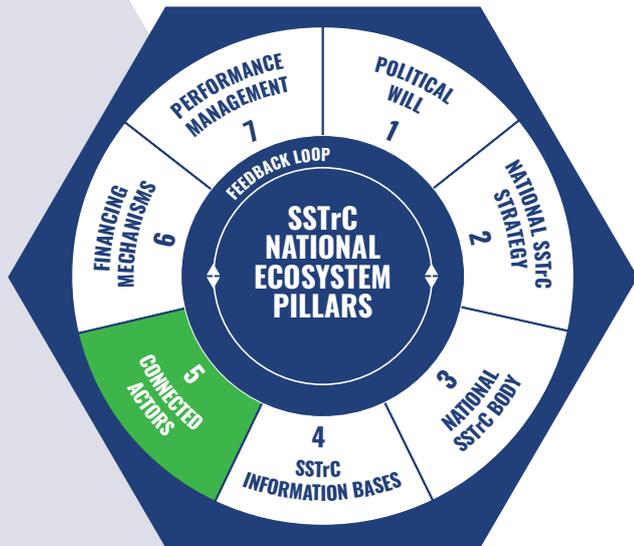
Do the information bases include data about the actual utilization of SSTrC financing mechanisms?

Do the information bases include information about the country's SSTrC-related legislations?

Do the information bases include information about the country's SSTrC actors?

PILLAR 5: CONNECTED ACTORS

"**Coonected actors can include government policy-makers, national implementing and coordination agencies, local governments, civil society organizations, private sector employees, universities, and other stakeholders.**"

DESCRIPTION

In the context of the "National Ecosystem for SSTrC," there is a multiplicity of actors who come together for undertaking SSTrC initiatives from conceptualization and design to implementation and follow-up. These actors, which can include government policy-makers, national implementing and coordination agencies, local governments, civil society organizations, private sector employees, universities, and other stakeholders, should have the required capacity to facilitate and/or undertake SSTrC initiatives and connect through relevant national platforms to coordinate their activities in an effective and sustainable manner.

The SSTrC actors may be clustered under the following four categories:

FACILITATOR OF SSTrC

The parliament should ensure the development and upkeep of a suitable legal framework for promoting SSTrC activities. The ministry in charge of foreign affairs or international cooperation should practice "SSTrC diplomacy" to share the technical expertise of its country with other countries, initiate SSTrC transactions, and facilitate the transfer of innovations from southern countries to solve local problems. The Ministry of Finance and/or Ministry of Planning should play a high-level role in providing financial resources for SSTrC activities that will be required at different levels of the national SSTrC architecture. This category may include other actors with the function of facilitating SSTrC.

COORDINATOR OF SSTrC

A single body should be assigned clear responsibility and given a mandate to lead the national debate on broad SSTrC issues, to provide platforms for cross-sectoral consultation and coordination among national stakeholders, and to promote and support collaboration to implement SSTrC interventions by providing technical and financial resources. This category may include other actors with the function of coordinating SSTrC.

PROVIDER

National resource centers (which could be from the public, private, or third sector) should activate their international cooperation function to engage, relate, and share their expertise.

RECIPIENT

National partners such as line ministries of health, agriculture, or energy should define and prioritize their problems and engage in national development problem-solving to benefit from SSTrC activities and initiatives.

By developing and joining their capacities, these actors can coordinate, collaborate, and harmonize their efforts and, thus, substantially augment the ability of countries to engage in SSTrC, both as providers and recipients.

ASSESSMENT CRITERIA AND QUESTIONS

MAPPED ACTORS OF SSTrC

This point is about determining whether or not the actors are previously identified, along with their roles of coordinator, facilitator, provider, and recipient (as defined above). The assessment should examine the following:

Who are the actors involved in SSTrC?

What are the roles of these actors in relation to SSTrC (coordinator, facilitator, provider, recipient)?

CAPABLE COORDINATOR

This point is about identifying the existing capacity and the most important capacity constraints that the coordinator faces and prevent it from coordinating, collaborating, and harmonizing the efforts of the mapped actors and significantly augmenting a country's ability to engage in SSTrC as both providers and recipients. The assessment should analyze the following:

Does the institution have a mandate regarding SSTrC?

What are the key activities and mechanisms of the institution for coordinating SSTrC?

What are the existing capacities (individual, organizational, and institutional) within the institution to fulfill its mandate?

How is the existing capacity utilized by the institution to fulfill its mandate?

What are the most important capacity constraints (individual, organizational, and institutional) that the institution faces that prevent it from efficiently coordinating SSTrC?

Is there room for the institution to play a wider role with regard to SSTrC?

What are the ongoing or planned capacity development actions for the next 2−3 years that aim to address the identified capacity constraints within the institution?

What kind of support is the institution receiving from development partners to rectify some of its capacity constraints?

CAPABLE FACILITATORS

This point involves identifying the existing capacity and the most important capacity constraints that prevent institutions from supporting SSTrC providers and recipients. The assessment should examine the following:

Do the institutions have a mandate regarding SSTrC?

What are the key activities and mechanisms of the institutions for facilitating and supporting SSTrC?

What is the existing capacity within the institutions (individual, organizational, and institutional) for fulfilling their mandates regarding SSTrC?

How is the existing capacity utilized by the institutions in fulfilling their mandates?

What are the most important capacity constraints (individual, organizational, and institutional) that prevent the institutions from facilitating and supporting SSTrC?

Is there potential for the institution to play a wider role regarding SSTrC?

What ongoing or planned capacity development actions for the next 2−3 years aim to address the identified capacity constraints within the institutions?

What kind of support is the institution receiving from development partners to rectify some of its capacity constraints?

CAPABLE PROVIDERS

This point entails identifying what the existing capacity is and what the most important capacity constraints are that prevent institutions (resources centers) from acting and engaging as SSTrC providers. The assessment should examine the following:

Do the institutions have a mandate regarding SSTrC?

What are the key SSTrC activities and achievements of the institutions as a provider?

What is the existing capacity within the institutions (individual, organizational, and institutional) for fulfilling their mandates regarding SSTrC?

How is the existing capacity utilized by the institutions to fulfill their mandates?

What are the most important capacity constraints (individual, organizational, and institutional) that prevent institutions from efficiently undertaking SSTrC activities as providers?

Is there potential for the institution to play a wider role regarding SSTrC?

What ongoing or planned capacity development actions for the next 2–3 years aim to address the identified capacity constraints within the institutions?

What kind of support is the institution receiving from development partners to rectify some of its capacity constraints?

CAPABLE RECIPIENTS

This point involves identifying the existing capacity and the most important capacity constraints that prevent institutions from engaging in SSTrC as a recipient. The assessment should determine the following:

Do the institutions have a mandate regarding SSTrC?

What are the key SSTrC activities and achievements of the institutions as a recipient?

What is the existing capacity within the institutions (individual, organizational, and institutional) to fulfill their mandates regarding SSTrC?

How is the existing capacity utilized by the institution for fulfilling its mandate?

What are the most important capacity constraints (individual, organizational, and institutional) that prevent institutions from efficiently undertaking SSTrC activities as recipients?

Is there room for the institutions to play a wider role regarding SSTrC?

What ongoing or planned capacity development actions for the next 2–3 years aim to address the identified capacity constraints within the institutions?

What kind of support is the institution receiving from development partners to rectify some of its capacity constraints?

PILLAR 6: FINANCING MECHANISMS
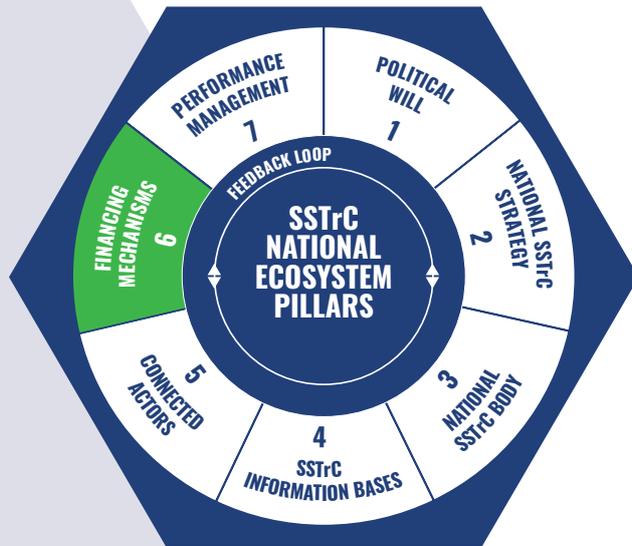
"One of the critical factors for SSTrC to be successful is to have the necessary financial mechanisms in place to support a country's internal efforts to map and organize internal expertise, to identify their needs that can be solved through the expertise of other countries, and to build and maintain institutions that will implement SSTrC-related activities and interventions."

DESCRIPTION

Exchange of expertise and resources in order to help other countries address their development challenges lies at the heart of SSTrC. These exchanges have to be voluntary, demand based, and mutually beneficial. They are successful when both the provider and recipient are involved in the solution design so that the benefits are maximized.

One of the critical factors for SSTrC to be successful is to have the necessary financial mechanisms in place to support a country's internal efforts to map and organize internal expertise, to identify their needs that can be solved through the expertise of other countries, and to build and maintain institutions that will implement SSTrC-related activities and interventions.

A national financial mechanism for SSTrC will provide the means for a country to contribute its share in regional and international SSTrC interventions, covering its role as a provider or recipient.

To achieve these objectives, one of the ways in which a financing mechanism for SSTrC can be set at the national level is through an annual budget allocation by the government. Other innovative financing mechanisms can also be developed using such means as national budget, special purpose funds (national, regional, and/or thematic), crowd-funding platforms, and concessionary loans from domestic banks.

The main elements that comprise a financial mechanism for SSTrC can be outlined as follows:

National laws and regulations that provide the legal basis for establishing the financial mechanism for supporting SSTrC, both internally (in providing the necessary funds for building national capacities and capabilities to be engaged in SSTrC) and externally (in providing the necessary financial contributions to SSTrC interventions undertaken with other countries);

Putting the definition of the financial instruments into action through the regular allocation of funds;

National funding instruments/mechanisms that are set up to receive and disburse funds to internal as well as external stakeholders;

Policies, operational guidelines, procedures, and metrics that govern the management of the national funding mechanisms with clearly defined reporting and oversight mechanisms;

National stakeholders who will bear responsibility and accountability in the management, disbursement, and oversight of the financial mechanisms for SSTrC with clear roles and responsibilities;

Professionals who are capable of the management, disbursement, and oversight of the financing mechanisms for SSTrC per its governance guidelines.

ASSESSMENT CRITERIA AND QUESTIONS

LEGAL FRAMEWORK FOR ESTABLISHING THE FINANCIAL MECHANISM FOR SSTrC

The first step is to establish laws and regulations that would provide the legal framework for establishing such financing mechanisms, setting their boundaries, and providing their basic governance guidelines:

What are the laws and regulations that allow for the establishment of SSTrC financing mechanism(s)?

Is the legal framework sufficiently comprehensive to cover both roles as a provider and recipient in relation to SSTrC activities?

Do the relevant laws and regulations provide the necessary details for governance of the financing mechanisms for SSTrC?

Does the legal framework ensure the sustainability of the financial mechanisms for SSTrC?

EXISTENCE OF FUNDING MECHANISMS AND REGULAR ALLOCATION OF FUNDS FOR SSTrC

Once established through a legal framework, national funding mechanisms for SSTrC must be established, taking into account both the inward and outward nature of SSTrC. These funds should also have well-planned regular replenishments to ensure long-term sustainability:

Does the country have existing funding mechanisms to manage the financial transactions related to SSTrC?

Are these funding mechanisms able to fund the country's SSTrC activities?

Are there clear financial procedures to manage the SSTrC funding mechanisms?

Are there actual allocations to the SSTrC funding mechanism?

How frequent/regular are the replenishments to the SSTrC funding mechanisms?

What is the variance between the planned and actual allocation to these funding mechanisms?

"A healthy financing mechanism for SSTrC would clearly lay out the roles and responsibilities of all stakeholders/institutions playing roles in SSTrC or with responsibilities towards the usage of the funds earmarked for SSTrC."

CAPACITIES, RESPONSIBILITIES, AND ACCOUNTABILITIES OF STAKEHOLDERS

A healthy financing mechanism for SSTrC would clearly lay out the roles and responsibilities of all stakeholders/institutions playing roles in SSTrC or with responsibilities towards the usage of the funds earmarked for SSTrC:

Who are the stakeholders/institutions responsible for governing, managing, and overseeing the replenishment, utilization, and sustainability of the national financing mechanism for SSTrC?

What are their responsibilities vis-á-vis the financing mechanisms?

What are the accountability mechanisms of these stakeholders (including reporting, performance assessment, corrective actions, and incentive mechanisms)?

What are the existing capacities of professionals who are accountable for the financing mechanisms for SSTrC?

What are the current individual capacity gaps in financial management?

PILLAR 7: PERFORMANCE MANAGEMENT
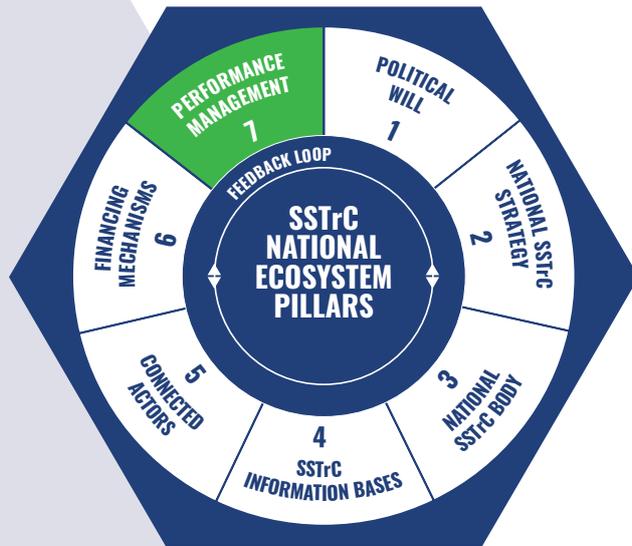
"A national performance management system for SSTrC would use evidences to establish how well the various pillars of a national ecosystem for SSTrC are functioning collectively and whether they are effective in fulfilling national SSTrC objectives."

DESCRIPTION

The SSTrC ecosystem is built through difficult, continuous work, not only through strategy and policy documents. As mentioned previously, building the SSTrC ecosystem involves two clusters of interventions: carrying out activities that establish the ecosystem itself (such as raising the SSTrC agency's capacity, building information bases, and training SSTrC actors) and undertaking specific SSTrC transactions between the country concerned and other countries.

Given this complexity, two challenges may face the SSTrC ecosystem: unsatisfactory implementation of SSTrC activities or strategic drift. Unsatisfactory implementation could be caused by a shortage of resources, bureaucracy in coordinating partnerships, fading SSTrC momentum, or the emergence of new priorities. Strategic drift is expected because all stakeholders are dynamic and work in ever-changing environments. Political, technological, and economic changes may render an original SSTrC strategy partially or fully irrelevant.

If one of these two problems occurs, the SSTrC ecosystem will be unable to deliver as expected. Accordingly, the ecosystem must have feedback loops that gather, analyze, and assess the performance indicators of the SSTrC ecosystem in light of its initial targets. The performance indicators may be related to completeness of the SSTrC information bases, volume of SSTrC transactions, geographical diversification, and/or sources of funding. The feedback loops should help identify the need for strategic realignment as a result of contextual changes.

In this context, a national performance management system for SSTrC would use evidences to establish how well the various pillars of a national ecosystem for SSTrC are functioning collectively and whether they are effective in fulfilling national SSTrC objectives.

The main elements that comprise a performance management system are outlined as follows:

Well-defined and comprehensive performance indicators for each pillar of the national ecosystem for SSTrC;

Stakeholders who will bear responsibility and accountability in relation to performance under each pillar;

Chain-of-command and reporting mechanisms to ensure adequate monitoring of the efficiency and effectiveness of each pillar.

The performance management system for SSTrC consisting of the above components will help to identify any variance between actual/foreseen outputs and targeted outputs and provide the means for SSTrC actors to evaluate their options and take remedial actions. The latter could include resource redistribution, role redistribution, stopping ineffective activities, mobilizing new resources, or setting new strategic objectives. Similar to other parts of the SSTrC ecosystem, performance management is an ongoing process rather than a one-time exercise.

ASSESSMENT CRITERIA AND QUESTIONS

The performance management system should examine the effectiveness and efficiency of each pillar of the national ecosystem for SSTrC, namely: (i) political will, (ii) national SSTrC strategy, (iii) connected actors, (iv) national body for SSTrC, (v) information basis, and (vi) financing mechanism. The following sets of questions are designed to assess the performance management system under each pillar.

PERFORMANCE MANAGEMENT OF THE STRATEGY PILLAR

This point assesses performance management of the SSTrC Strategy pillar:

Does the strategy for SSTrC contain well-defined and comprehensive performance indicators?

Does the strategy for SSTrC identify the stakeholders and define their individual responsibilities?

Does the strategy entail a regular process for reporting, evaluation, and corrective action?

"The performance management system should examine the effectiveness and efficiency of each pillar of the national ecosystem for SSTrC."

PERFORMANCE MANAGEMENT OF THE CONNECTED ACTORS PILLAR

This point assesses the performance management of the Connected Actors pillar:

Does the body for SSTrC have performance indicators to assess the contribution of the various actors undertaking SSTrC activities?

Do the main actors undertaking SSTrC activities have performance management indicators to assess their interventions?

Do the main actors follow a regular process for reporting, evaluation, and corrective action with respect to their SSTrC activities?

PERFORMANCE MANAGEMENT OF THE NATIONAL SSTrC BODY PILLAR

This point assesses the performance management of the National Body for the SSTrC pillar:

Does the body for SSTrC have performance indicators to assess its contribution to SSTrC?

Does the body for SSTrC have a regular process for reporting, evaluation, and corrective action with respect to its activities?

PERFORMANCE MANAGEMENT OF THE FINANCIAL MECHANISM PILLAR

This point assesses the performance management of the National Body for the SSTrC pillar:

Does the body for SSTrC have a monitoring mechanism to assess inward financial sources for SSTrC?

Does the body for SSTrC have a monitoring mechanism to assess outward financial sources for SSTrC?

Is there a clear distribution of responsibilities with respect to allocating and utilizing financial resources for SSTrC?

REVERSE LINKAGE

www.isdb.org

reldiv@isdb.org

+966 12 6361400