

Final Evaluation of UNOSSC Strategic Framework (2018-2021)

Evaluation report

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This evaluation report was prepared by Team Leader, Ms Zehra Kacapor-Dzihic and Ms Melissa Pomeroy, South-South Cooperation Specialist.

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Abbreviations

APRM	African Peer-Review Mechanism
AUDA/NEPAD	African Union Development Agency
BAPA	Buenos Aires Plan of Action
CCA	Common Country Assessment
CIS	Commonwealth of independent States
CSO	Civil Society organization
ECA	Economic Commission for Africa
ECLAC	Economic Commission for Latin America and the Caribbean
EQ	Evaluation Question
ESCAP	Economic and Social Commission for Asia and Pacific
ESCWA	United Nations Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organisation
GA	General Assembly
GCTTN	Global Coalition of Think Tank Networks for South-South Cooperation
GPI	Global Partnership Initiative on Effective Triangular Co-operation
GSSD	Global South-South Development Expo
GSSDC	Global South-South Development Center
HDRO	Human Development Report
HLC	High-Level Committee
HQ	Headquarters
IBSA (Fund)	India, Brazil and South Africa Facility for Poverty and Hunger Alleviation
ICGEB	International Centre for Genetic Engineering and Biotechnology
IFAD	International Fund for Agricultural Development
IsDB	Islamic Development Bank
KI	Key informants
MS	Member States
MTR	Mid-Term Review
NGO	Non-Governmental Organization
QCPR	Quadrennial comprehensive policy review
RIS	Research and Information System for Developing Countries
RO	Regional Office
SDG	Sustainable Development Goals
SEGIB	Secretaria Geral Ibero-americana
SF	Strategic Framework
SSC	South-South Cooperation
SSTC	South-South and Triangular Cooperation
TCDC	Technical Cooperation Among Developing Countries
TOC	Theory of Change

TOR	Terms of Reference
TrC	Triangular Cooperation
UN	United Nations
UNCT	United Nations Country Teams
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNECE	United Nations Economic Commission for Europe
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	The United Nations Population Fund
UNGA	United Nations General Assembly
UNOPS	The United Nations Office for Project Services
UNOSSC	United Nations Office for South-South Cooperation
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNV	United Nations Volunteers
WFP	World Food Programme
WGEO	World Green Economy Organization

Executive Summary

This report presents the end of cycle evaluation of the United Nations Office for South-South Cooperation's (UNOSSC) portfolio of activities within the Strategic Framework (SF) 2018-2021. Evaluation supports UNOSSC's accountability and organizational learning, also informing the implementation of the 2022-2025 Strategic framework. The immediate users of the evaluation are the UNOSSC staff at all levels, the UNDP/UNFPA/UNOPS Executive Board, UN agencies and partners.

UNOSSC SF 2018-2021 focused on supporting Member States and the international community in leveraging development solutions from the global South as means to accelerate the eradication of poverty and achieve peace and prosperity for all. The UNOSSC SF focused on three strategic outcomes: i) Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support. ii) Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services. iii) South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries. To achieve those outcomes, UNOSSC focused on facilitation and reporting on intergovernmental processes; capacity development of Member States and UN entities; knowledge and research; demand-driven initiatives, and South-South Trust Funds management. UNOSSC's work was structured through the Headquarters and three regional offices.

The evaluation assessed the entirety of the Strategic Framework implementation and UNOSSC's performance within this framework, covering the period between 2018 to 2021 using OECD DAC evaluation criteria (Relevance, Effectiveness, Efficiency, and Sustainability) and additional criteria of coherence and adaptability. The evaluation was utilisation-focused and consultative to help maximise the value of the evaluation findings, conclusions and recommendations for the intended users. It applied a mixed methods approach, deploying qualitative and quantitative data collection methods from primary and secondary sources. Data was collected through an extensive desk review, and a broad range of stakeholders including UNOSSC staff, Member-States, UN entities, Think-Tanks and other partners were consulted. The team conducted 65 key informant interviews (40% male, 60% female) and launched an online survey, as complementary tool to collect quantitative primary information. The survey was distributed to 320 potential respondents and had a response rate of 10%.

MAIN FINDINGS

RELEVANCE AND COHERENCE

UNOSSC's work has been guided by an elaborated Strategic Framework, that provided vision of how its intervention areas can contribute to fulfilment of the UNOSSC's mandate and with comprehensive results framework, operationalised through thematic components and intervention areas. The Strategic Framework has been coherent with and underpinned UN mandates and UN Common Agenda in support to South-South and triangular cooperation. However, some overlaps and intersections between outcomes and outputs within the Strategic Framework are noted, leading to some fragmentation in terms of reporting on results, and gender has not been mainstreamed into UNOSSC institutional and programmatic interventions. UNOSSC work programmes were found highly aligned with South-South principles, but there are still gaps related to further unpacking triangular cooperation and multi-stakeholder approaches.

EFFECTIVENESS

Under outcome 1, related to strengthened multilateral policymaking processes and enhanced coherence and coordination of United Nations support, UNOSSC's work in support to intergovernmental bodies to make informed decisions on SSTC has been effective and added value to

the overall SSTC conceptual framework. In particular, the BAPA+40 has been a major achievement of the Office and the MSs in the reference period. UNOSSC's contribution to analytical reporting on SSTC has been effective, though some outstanding gaps in linking analytical reporting and policy dialogue efforts are visible. Moreover, challenges related to at times not sufficiently clear role of UNOSSC in SSTC policy domain and its capacity limitations affect effectiveness to some degree. UNOSSC has successfully facilitated the development of the UN System-Wide Strategy on SSC, which is a relevant outcome to enhance UN coordinated support to SSTC. However, its roll-out to regional and country level has not been expedited thus far. UNOSSC has effectively mobilized UN entities through the Inter-Agency Mechanism on SSC. A range of advisory services were provided to UN entities, though their depth and breadth varied, depending on the scope of advisory support request, UNOSSC's capacities to respond and interest of UN agencies to tap on such potential.

Under Outcome 2, UNOSSC's contribution to global knowledge sharing has been boosted by establishment of the "South-South Galaxy", which represents a large repository of good practices but is yet not fully interactive. The Global Thinkers initiative has contributed to establishing a common understanding on SSC and promoting relevant conversations on data production, evidence-based research, impact assessment, monitoring and evaluation. Limitations were observed with regards to its full utility to inform policy debates and dialogue on SSTC, due to persistently narrow space for engagement of think-tanks in policy dialogue between and with MS, UN Agencies and development partners. Global South-South Development Expos served as important platforms for SSTC cooperation, which also strengthened UNOSSC's strategic positioning as SSTC catalyst and partnership and knowledge broker. UNOSSC-supported evidence generation and knowledge products, policy dialogue and capacity strengthening and advisory events and interactions were mostly one-off and short term activities which were often not followed up on by partners.

Outcome 3 laid out UNOSSC contribution in facilitating South-South and triangular cooperation partnerships and initiatives. UNOSSC has considerably increased resources mobilized to support SSTC initiatives, particularly through UNOSSC managed Trust Funds, but streamlining of those could be enhanced. UNOSSC is recognized by its strong capacity to build partnership. However, there is room for improvement regarding its portfolio of partnership agreements as well as further unfolding multistakeholder and triangular approaches. UNOSSC's mechanisms for outreach, advocacy and strategic communication between UN entities and MSs has progressed over the reporting period.

SUSTAINABILITY

UNOSSC's contribution to the strengthening of multilateral policy making processes to advance Southern interests has been effective and brought the new momentum for South-South cooperation, in particular in light of the BAPA+40 and the System-Wide Strategy. These policy fora provide strong and sustainable inputs and framework for further SSC efforts. However, UNOSSC's contribution to the enhanced coherence and coordination of UN support is still work in progress and depends on a number of issues, many of which are beyond realm of control of UNOSSC. UNOSSC's investment in evidence and knowledge generation has been extensive, however, thus far UNOSSC and its partners have not managed to bring the analytical products to the policy fora, and much of the research outputs remain fragmented and underutilised, which negatively affects their transformative potential and sustainability. Sustaining and moving forward the results achieved within this SF framework depend on UNOSSC's ability to effectively engage with global partners from different domains.

EFFICIENCY and ADAPTABILITY

UNOSSC is a highly efficient unit with in-built important operational efficiencies. One of drivers of efficiency is the staff commitment and efforts, despite their overwhelming portfolios. However, coherence of work-programmes and services is insufficiently developed and is characterized by stove-piping and programmatic silos. UNOSSC promptly and flexibly adapted to changing contexts and

emerging needs. UNOSSC managed to maintain SSC momentum despite COVID-19 restrictions. This has been most visible through targeting knowledge generation, the cities project and reprofiling trust-funds, using those particular mechanisms to support MS mitigation initiatives on adaptation.

CONCLUSIONS

C1: UNOSSC's strategic directions of investing in the policy arena through brokering partnerships and knowledge generation and sharing, as well as direct financial support to delivery of SSC projects through Trust Fund management have been highly appropriate and remain so in light of SSC developmental agenda in light of geo-political and socio-economic challenges and possibilities. UNOSSC has provided relevant support and catalysed a diverse range of interventions and initiatives, which helped promote and bring forward SSC spirit and vision. Nonetheless, the shift from discrete siloed thematic interventions towards more integrated strategically coordinated programming has not yet materialized. Gender mainstreaming into UNOSSC institutional and programmatic interventions has been identified as a remaining gap.

C2: UNOSSC's delivery of expected outputs has been mostly effective. UNOSSC has successfully maintained policy momentum and promotion of SSC through organising high level policy dialogue events, partnership building, trust fund management, as well as evidence and knowledge generation and exchange of information regarding SSC, albeit to a lesser degree with regard to triangular cooperation. Resulting policy level documents, such as the BAPA+40 outcome document and conclusions from other important high level policy dialogue fora; the System-Wide Strategy and related outputs have fostered SSC concept and strategically positioned UNOSSC as convener and driver of SSC within the UN-System. Resource mobilization for UNOSSC-managed Trust Funds represents a great achievement during the SF2018-2021, allowing UNOSSC to scale substantially its support to SSTC initiatives. UNOSSC's efforts to generate evidence and knowledge on innovative methods and good practices resulted in a large Galaxy repository, which is interlinked with UN Agencies and other platforms. UNOSSC has also advanced with high-quality research through the GCTTN and other UNOSSC commissioned efforts. However, available knowledge is still not sufficiently interconnected and synthesized, due to a lack of more systematic efforts to cross-fertilise and provide meta-analysis and synthesis of available knowledge. This presents a weakness in terms of maximizing the potential of cumulative knowledge bringing together insights and contributions by a variety of actors from the wide spectrum of engagement in SSC (MS – civil society – UN entities – development partners).

C3: The sustainability of achieved results is fragile. The promotion and impetus towards deeper SSC are work in progress and requires time and continued efforts and leadership to move forward its transformational potential when it comes to contribution to desired outcomes and impacts. The results delivered within this cycle of UNOSSC SF 2018-2021 have strongly contributed to UNOSSC's position to lead in this field and implement its mandate towards promotion of the principles of South-South cooperation, but have yet to transform into more sustainable systems and partnerships. Due to the sharp increase in resources mobilised through Trust Funds during the cycle analysed, maintaining UNOSSC's current level of support and resource mobilization to SSC Trust Funds is a major area for institutional investments. UNOSSC's work and achievements open the door for opportunities to capitalize on achieved results and its strategic position. The current restructuring of UNOSSC is seen as a potential risk for the office to continue its positive delivery trend and to lose momentum of promotion and convening power, in particular in light of abolishment of ROs.

C 4: UNOSSC has been efficient and highly adaptable in delivering the SF 2018-2021, including through addressing important operational issues that enhanced internal control and financial efficiency, but suboptimal organizational arrangements hindered coherent performance. UNOSSC has efficiently delivered planned outputs across all outcomes and have considerably increased resource mobilization to SSTC initiatives, particularly through Trust Funds. Important improvements have been identified in terms of operational and financial procedures which were important to support the

increasing delivery levels of UNOSSC, both in terms of resources and outputs. However, the siloed approach of UNOSSC work-programmes, lack of synergies across teams and levels, compounded with staff turn-over have hindered a more coherent performance. Agile adaptation to new COVID-19 reality helped to mitigate potential negative prospects of initiatives directly managed by the Office.

RECOMMENDATIONS

- R1:** Continue to catalyse output level results by building on achievements thus far by continued support to policy dialogue, partnership brokering and capacity strengthening initiatives rolled out during 2018-2021. UNOSSC should integrate lessons learned and sustainability mechanisms to help achieve scale and greater sustainability of results.
- R2.** Capitalize on the results achieved, ensuring strong coherence between programmatic components by providing adequate human and financial resources and capacity. In particular, strong interaction between produced knowledge products, policy advisory and advocacy and partnerships need to be boosted under sound and coherent intervention logic.
- R 3.** Invest further efforts to enhance and promote Galaxy as interactive knowledge and partnership brokering platform for SSTC by 'revamping' the Galaxy to allow for interactive use to inform debates and South-South and triangular interactions.
- R 4.** Promote the role of think-tanks in the South-South and triangular cooperation and include them more proactively in the policy dialogue platforms. UNOSSC's engagement with think-tanks in research and evidence generation should be stepped up by promotion and integration of generated evidence to inform current debates and policy dialogue on South-South cooperation.
- R5.** Continue to expand advocacy with MS, UN Agencies and other global actors to operationalise on the commitments taken at the BAPA+40. UNOSSC could support MS to operationalise the commitments by providing concrete suggestions and proposals on how to fulfil commitments.
- R6.** Continue strengthening sustainability and promotion of SSC as integral part of project intervention as mechanisms to boost sustainability and impact of projects. Such efforts could include mobilizing resources; brokering partnerships; project design, implementation and evaluation; and communication.
- R7.** Develop a bold engagement and partnership strategy with regional commissions and regional institutions. Such strategy should take stock of regional integration trends and relevant regional actors to SSC, establish clear objectives and modes of engagement per region and type of actor, define clear accountabilities and lines of communication for its roll out, and UNOSSC should ensure it is properly resourced.
- R8.** Develop a strategy to advance in multi-stakeholder and triangular approaches as a transversal axis of UNOSSC work. This could unfold into targeted knowledge generation on engagement models with the private sector, IFIs, civil society and triangular partners; forging partnerships at policy and project level, and show casing good practices.
- R9.** Invest further efforts to mainstream gender into UNOSSC work programme.

1. Introduction

This report presents the end of cycle evaluation of the United Nations Office for South-South Cooperation's (UNOSSC) portfolio of activities within the Strategic Framework (SF) 2018-2021. The evaluation will be used by UNOSSC in informing implementation of the next UNOSSC SF 2022-2025. This evaluation serves the dual objectives of accountability to UNOSSC stakeholders and learning for better future strategic interventions in the future. The Terms of Reference (ToR) for this evaluation are in Annex 1: Terms of Reference. The immediate users of the evaluation findings and recommendations are the UNOSSC staff at all levels, the UNDP/UNFPA/UNOPS Executive Board, UNDP, other UN agencies and partners.

1.1. CONTEXT

In 1972, following an increased focus on cooperation among development countries, the United Nations General Assembly (UNGA) recommends the creation of a working group within UNDP to examine and make recommendations on the best way for developing countries to share their capacities and experience with one another. In 1974, the General Assembly Resolution A/3251 endorsed 'the establishment of a special unit within the United Nations Development Programme to promote technical cooperation among developing (TCDC). In 2004, the Special Unit for TCDC became the Special Unit for South-South Cooperation, reflecting an increased importance and a renewed expanded focus of cooperation among developing countries.

In 2013, the UNGA reaffirms the mandate of the Special Unit for South-South Cooperation as a separate entity and coordinator for promoting and facilitating South-South and triangular cooperation on a global and United Nations system-wide basis, and decides to rename it "United Nations Office for South-South Cooperation".

UNOSSC is the focal point for promoting and facilitating South-South and triangular cooperation for development on a global and United Nations system-wide basis. UNOSSC receives policy directives and guidance from the General Assembly and through its subsidiary body, the High-level Committee on SSC. The UNOSSC Strategic Framework is presented every four years to the Executive Board of UNDP/UNFPA/UNOPS. UNOSSC strategic framework responds to General Assembly resolution 75/243 (Quadrennial comprehensive policy review – QCPR 2021-2024) in which the General Assembly "reiterates that the entities of the United Nations development system should enhance its support to South-South and triangular cooperation, at the request and with the ownership and leadership of developing countries, through a systemwide approach, bearing in mind their respective mandates and comparative advantages, taking into account that South-South cooperation is a complement to, rather than a substitute for, North-South cooperation, in line with the Nairobi and Buenos Aires outcome documents of the High-level United Nations Conferences on South-South Cooperation, held in 2009 and 2019, respectively".

Since established as a full-fledge office, UNOSSC had completed two strategic planning cycles: 2014-2017 and 2018-2021, the latter being the subject of this evaluation.

UNOSSC's strategic framework (2018-21) unfolded into five work programmes: (i) Intergovernmental processes facilitation and reporting (ii) Capacity development of Member States and UN Entities (iii) Knowledge and Research; (iv) demand-driven programmes/initiatives, and (v) Trust Funds management. The overall work is carried out at both HQ and regional levels. UNOSSC structure during

the SF 2018-2021 comprised two management areas at HQ (Policy & Partnerships and Programme & Operations areas)¹ and three active regional offices².

Within the period covered by UNOSSC SF 2018-2021 two major contextual milestones should be noted: (i) the General Assembly adopted the Buenos Aires outcome document of the Second High-level United Nations Conference on South-South Cooperation, on the occasion of fortieth anniversary of the 1978 United Nations Conference on Technical Cooperation among Developing Countries which, at that time, adopted the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries and ; (ii) the breakout of the COVID-19 pandemic. While the first set Member-states high-level priorities for UN system support to SSTC which should be further promoted by UNOSSC; the second has imposed a social and economic crisis that challenges progress towards the Sustainable Development Goals (SDGs) and reinstates the importance of multilateral cooperation, including SSC, to mitigate the pandemic impact and further accelerate SDGs achievement. As it will be seen in the next section (figure 2.1), UNOSSC adapted its programming to support UNDS and member states response and mitigation actions to COVID-19, as well as facilitated the run-up and follow-up of BAPA+40 under the period covered.

1.2 SUBJECT OF THE EVALUATION

UNOSSC SF 2018-2021 responds to the priorities set by the Secretary-General in his proposal articulated for the 19th Session of the High-level Committee on South-South Cooperation in 2016 (SSC/19/2), including:

- (a) providing effective secretariat support to intergovernmental bodies, including analytical reporting on trends and opportunities (outcome 1);
- (b) coordinating coherent United Nations system support to South-South and triangular cooperation, and monitoring and reporting on the mainstreaming of that cooperation (outcome 1);
- (c) forging strategic South-South and triangular partnerships (outcome 3);
- (d) mapping Southern development solutions and becoming a robust knowledge hub on South-South and triangular cooperation (outcome 2);
- (e) undertaking outreach, advocacy and strategic communication on issues of critical importance to the South that call for South-South solutions (cross-cutting); and
- (f) mobilizing resources and managing existing funds and others to be established for South-South cooperation within the purview of the Office (outcome 3).

UNOSSC SF 2018-2021 focused on supporting Member States and the international community in leveraging “tested development solutions from the global South to enhance support to South-South cooperation as a complement to North-South cooperation so as to accelerate the eradication of poverty in all its forms and achieve peace and prosperity for all on a sustainable planet”. To achieve this vision, the UNOSSC SF focused on three strategic outcomes and seven outputs. The three outcomes include: i) Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support. ii) Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and

¹ Partnership, Communication & Outreach unit, Intergovernmental Support and UN System Coordination Unit were under Policy & Partnerships area; Programme Support Unit, a cross-unit trust fund team, Knowledge and Advisory Services team and management of demand-driven programmes were under Programme & Operations area. Such work arrangement has changed since August 2021.

² Asia Pacific Regional Office; Africa Regional Office and Arab States, Europe and the Commonwealth of independent States (CIS). The three regional chiefs reported to the Deputy Director for Programmes and Operations.

sharing of knowledge and access to high-quality advisory services. iii) South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.

The SF 2018-2021 has incorporated most of the recommendations drawn by the Final evaluation of its previous Strategic Framework (2014-2017)³. Recommendations were incorporated either as specific activities to be carried out under each output, as indicators or under priorities for Programme Management, monitoring and evaluation. It is worth noting that recommendations that were not included mainly refer to organizational structure (staffing and internal budgeting at Headquarters and Regional Offices)⁴. A summary of the recommendations incorporated into the SF 2018-2021 is available in Annex 6. The overall logic framework for SF 2018-2021 is represented in figure 1.

³ UNOSSC (2018) Final evaluation of the performance of the United Nations Office for South-South Cooperation under its strategic framework, 2014-2017

⁴ Although not included in the SF document itself, Regional Office budget allocation practice has been included in the Annual Work Plan and multi-year planning process during the SF 2018-2021, with sustained and comparable allocation across the regions. Staffing recommendations have been addressed under a structural change process started in 2016.

Figure 1. UNOSSC Strategic Framework 2018-2021



Under outcome 1, the SF 2018-2021, sets out how UNOSSC plans to spur coordinated and coherent support to South-South and triangular cooperation across the United Nations system and other intergovernmental and non-governmental organizations. It includes UNOSSC support and inputs to intergovernmental bodies, including the provision of analytical reporting on South-South cooperation (Secretary-General reports on SSC and Reports of the Administrator). Major policy processes under this outcome include the Second High-level United Nations Conference on South-South Cooperation in 2019 (Buenos Aires Plan of Action - BAPA+40) and the 20th session of the High-level Committee on South-South Cooperation in 2021. Outcome 1 also includes UNOSSC's role in enhancing coordination and coherence of UN system support to SSTC. To fulfil such role, the SF sets out several strategies/activities, among those is worth highlighting the preparation of a United Nations system-wide strategy on South-South cooperation, as called for by the Secretary-General in his 2017 report on the state of South-South cooperation (A/72/297), as well as a formalized inter-agency mechanism to coordinate the UNDS support to SSTC. As to further mainstream SSTC within the UNDS frameworks, this outcome also sets UNOSSC a role in supporting and fostering SSTC incorporation into Common Country Assessment (CCA), United Nations Sustainable Development Cooperation Framework (UNSDCF) and Delivering as One framework across levels.

Outcome 2 is geared towards boosting Member States institutional capacities for South-South cooperation, including through the provision of knowledge products to inform evidence-based policy choices and programmes. Knowledge management and research are the cornerstones of this outcome. UNOSSC SF 2018-2021 sets out the importance of supporting southern-led research to inform evidence based policy-making, systematizing good practices and enhancing knowledge sharing and exchange. A major milestone under this outcome has been the launching of the South-South Galaxy, a one stop-shop for southern partners to exchange knowledge and networking. Other important initiatives under this outcome are the Global Thinkers network and the publications "Good Practices in SSTC" and "SSC in action".

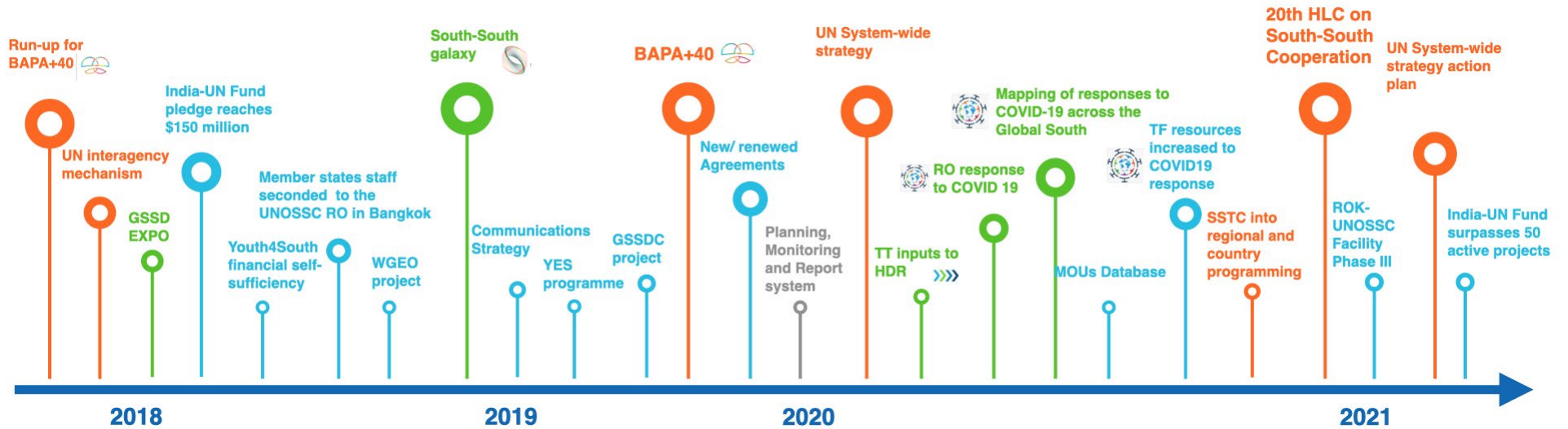
In addition, the framework describes how UNOSSC will reinforce its support to developing countries through stronger multi-stakeholder partnerships to galvanize South-South and triangular action. Under this outcome, the SF 2018-2021 sets out UNOSSC's role as manager and advisor of SSC Trust Funds (India-UN Development Partnership Fund; the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation - IBSA Fund, UN Fund for SSC, Perez-Guerrero Trust Fund), as well as partnership broker and facilitator, including fostering coordinated efforts of UN entities to deliver SSTC as one. Under outcome 3, UNOSSC also manages SSTC initiatives such, the Youth4South, the SSTC Silk Road Cities Project, and the Global South-South Development Centre (GSSDC) Project. As essential partnership enablers, enhanced outreach, advocacy and communications activities are also foreseen under this outcome.

In terms of programme management, the SF 2018-2021 also sets out UNOSSC enhanced business integration with UNDP systems, as part of its continuous effort to improve operations.

UNOSSC key achievements under the SF 2018-2021 as reported throughout the period⁵ and emphasized during inception interviews are highlighted in figure 2.

⁵ Based on: Response reports to the Executive Board decision 2018/5 Update on results achieved by the United Nations Office for South-South Cooperation in 2018, 2019, 2020 and Result Oriented Annual Reports 2019, 2020, 2021.

Figure 2. SF 2018-2021 key achievement and processes



Continuous processes

Communication

Trust fund Management

Direct implementation projects

Research and Publications

Policy dialogues, consultative processes and networking

Trainings

SSTC Reports: SG annual report A/73/321 (2018), A/74/336 (2019) + Reports to the HLC: SG biennial report and Administrator of UNDP biennial report

Inputs and advice to different UN policy frameworks

General Assembly Second Committee secretariat support (UNGA 73, UNGA 74, UNGA 75, UNGA 76)

SSC Action Plan of the SG Climate Change Engagement Strategy: South-South Climate Cooperation inter-agency group, engagement at COP (24, 25 and 26), events

- Partnerships
- Knowledge
- Multilateral policy making and UNDS coordination

To support the implementation of UNOSSC SF 2018-2021, UNDP allocated \$ 26,7 million from regular resources, and UNOSSC mobilized \$ 84.15 million from other resources (68% more than what the initial \$50 million target), totalling more than \$ 110.8 million.⁶

1.3 OBJECTIVES AND SCOPE OF THE EVALUATION

The purpose of this evaluation was to strengthen UNOSSC's accountability to its partners and stakeholders; to support organizational learning; and to inform the implementation of the next strategic framework 2022-2025. In line with the purpose, the key objectives of the evaluation were as follows:

- To assess results delivered on the UNOSSC SF 2018-2021 goals, outcomes and outputs.
- To identify contextual, strategic and operational factors that enabled the delivery of results and document challenges and lessons learned while implementing the SF 2018-2021.
- To provide recommendations for UNOSSC consideration in implementing the next SF 2022-2025, and enhance theory of change of the next SF 2022-2025.

Scope of the evaluation

The evaluation covered the period 2018 to 2021, assessing the entirety of the Strategic Framework implementation and UNOSSC's performance within this framework. UNOSSC's performance was assessed in light of the changing context for UNOSSC including adoption of SDGs, BAPA+40 Outcome Document and UN System Wide Strategy on South-South and Triangular Cooperation as well as impact of COVID-19 pandemic. The evaluation specifically considered how the strategic framework was operationalized, assessing the progress towards realization of planned results, and the degree of effectiveness and efficiency of institutional arrangements in terms of achieving planned results.

The evaluation was organized around criteria set out in the UNDP Evaluation Guidelines, i.e., Coherence, Relevance, Effectiveness, Efficiency, Adaptability and Sustainability. In addition, the evaluation also assessed South-South approaches embedded into the design and implementation of the SF. (see Evaluation Matrix in Annex 2).

1.4 EVALUATION APPROACH, METHODOLOGY AND ETHICAL CONSIDERATIONS

This evaluation was utilisation-focused and consultative to help maximise the value of the evaluation findings, conclusions and recommendations for the intended users and supporting lessons learning for future interventions that will be implemented within the new cycle of UNOSSC strategy.

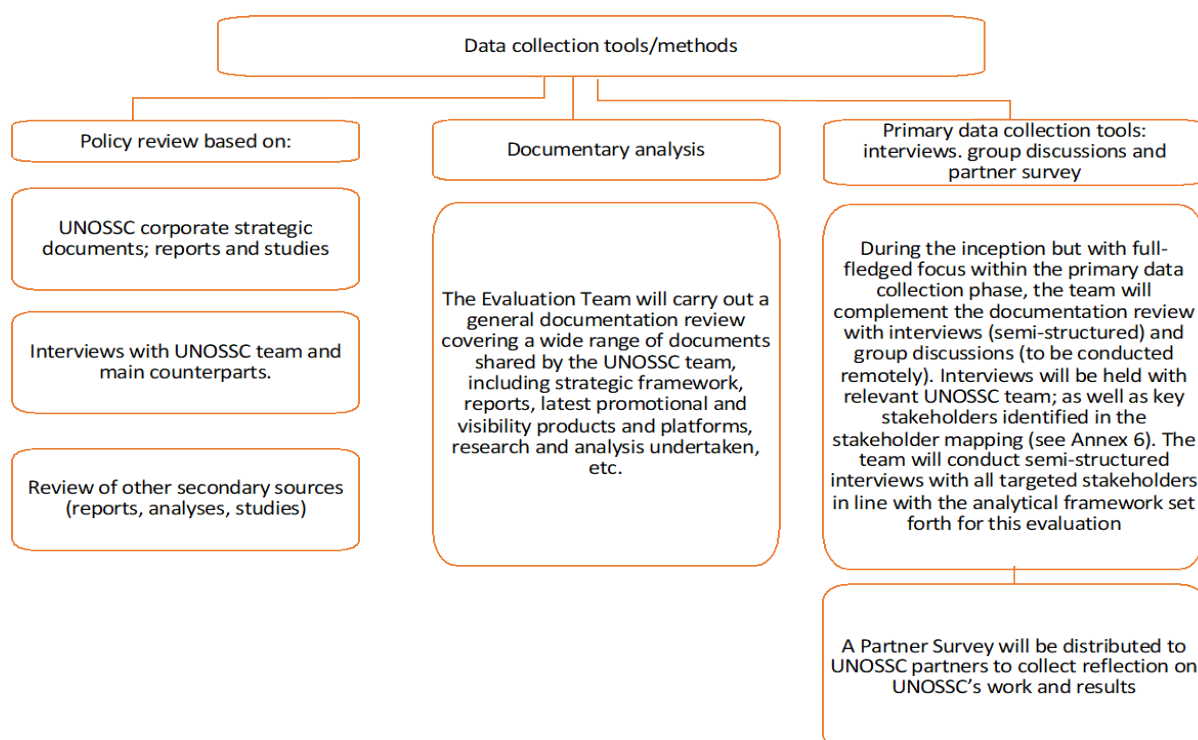
Evaluation applied a mixed methods approach, applying qualitative and quantitative data collection methods from primary and secondary data sources throughout the evaluation process. During the inception but also during the primary data collection, the Evaluation team maintained a flexible approach to scheduling interviews and continuously adapted the techniques and instruments to maximise data collection efforts.

Data collection strategy

The data collection strategy included a diverse set of methods and tools to ensure more inclusive coverage of key informants (See Figure 5 below). The evaluation process included three main phases: inception, field phase and synthesis phase. The evaluation findings will be disseminated widely to support learning and the buy-in for the evaluation findings.

⁶ Information provided by UNOSSC as of February 28th, 2022.

Figure 3. Main tools and methods



Desk review phase

During the desk review phase, the Team review the following types of reports:

- UNOSSC corporate strategic documents, monitoring data, reports, and studies as well as other types of documentation, websites, platforms (e.g., Galaxy) that helped provide an insight into UNOSSC work and results across areas of intervention (see Annex 9: Bibliography).
- External sources pertaining UNOSSC focus support areas, including all other studies, analyses, evaluations and policy documents that provide an insight into UNOSSC work. This group was important to see how others have researched and assessed UNOSSC work.

The documentary review help establish documentary evidence for the majority of evaluation indicators and to establish preliminary hypotheses to be tested during primary data collection.

Primary data collection phase

The primary data collection was conducted remotely in the period of May-June 2022 to allow for wider outreach and inclusion of key informants in the evaluation process. The evaluation framework (EQs and their relevant indicators) was used as the guide for semi-structured interviews to ensure coherent data collection.

Key informant interviews were conducted with a total of 66 people, being 40% male, 60% female, ranging from UNOSSC staff (27%), ii) UN agencies (41%), (iii) Member States (18%); (iv) other stakeholders (14%) (See Annex 4 with the list of interviewed persons and their profile).

The evaluation process also included an online survey, as complementary tool to collect additional quantitative primary information from partners with whom UNOSSC engages systematically through different mechanisms (DG forum, interagency mechanism, SSC focal points network), as well as the

wider pool of development partners (such as those that have co-organized one-off activities or participate in single UNOSSC projects). The survey was launched on 11 May 2022 and was open until 30 June 2022. The survey link was distributed to 320 potential respondents. A total of 32 responded to the survey, making up 10% response rate. The Online survey responses were used to supplement the information obtained from other sources, but not as an indicator of trends or findings.

Analysis and Synthesis phase

Once the primary data collection was finalised, the Evaluation team embarked in a full-fledged analysis and synthesis of evidence and findings. The Evaluation team applied descriptive and comparative quantitative analysis, thematic narrative analysis, qualitative iterative data analysis and contribution analysis to reflect on UNOSSC performance and derive main findings, conclusions and recommendations.

The synthesis phase culminated in a draft final evaluation report which was submitted to UNOSSC for comments. The report was reviewed based on inputs and comments from UNOSSC. In addition to that, a *workshop to review/improve the theory of change of UNOSSC SF 2022-2025* was organized in September 2022 as an opportunity for stakeholders to work together on constructing the new SF ToC. The findings, conclusions and recommendations of this evaluation will be also used as input for this process.

1.5 ETHICAL CONSIDERATIONS

The ET members did not have any conflict of interest with the UNOSSC and operated with independence and impartiality throughout the evaluation. The team ensured compliance with ethical and moral principles, including the application of the UNEG Code of Conduct for Evaluation and Ethical Guidelines for Evaluation. The evaluation adhered to the ethical considerations related to safety and confidentiality of key informants. The team applied ethical standards to the data collection process including the protection of rights and dignity of evaluation informants. This included applying the principles of informed consent, voluntary participation, assurances of anonymity and confidentiality and do no harm principles in all parts of a data collection exercise. The evaluation team ensured that all reflections and views of key informants are anonymised and protected. No key informants are quoted and no views are presented in connection with the key informant.

1.6 EVALUATION LIMITATIONS

The main limitation for the evaluation was the long process and difficulties in arranging interviews with external stakeholders. To overcome this obstacle and ensure that a bulk of meetings still take place, the evaluation team extended the period of primary data collection to a longer timeframe to allow wider participation of stakeholders (April – June 2022), as well as continued close liaison and follow-up with UNOSSC focal points for the evaluation. Some stakeholders sent written inputs which did not allow the evaluation team to engage with follow-up questions and deeper analysis. In some cases, the written inputs were also submitted to UNOSSC instead of the evaluation team, which was noted as the recipient of written inputs. This made it difficult to protect confidentiality of these responses. To mitigate potential challenges, the evaluation team followed up with the respondents, who confirmed this was acceptable.

The evaluation has been conducted recently after UNOSSC SF 2022-2025 consultations, which were held with many of the same stakeholders the evaluation aimed to reach. When available, written inputs shared by member-states for the SF 2022-2025 development were also used as an input to the

evaluation. However, this secondary data source was only partially used for triangulation of data as these inputs did not cover the whole spectrum of evaluation questions

Another constraint refers to the restructuring of the office during the data collection and report finalisation stage. This created unfavourable context for data collection and presentation of results as the finalisation process coincided with internal reshuffling across UNOSSC. To mitigate potential evaluation limitations, the team fostered neutrality during interviews, ensuring confidentiality of collected data and views of stakeholders. Besides, the recommendations take into account the fact that the new strategic framework and the new structure are in place, hence they focus on future operationalization of the new SF and the new structure. Still, evaluation team consider that the timing of the two exercises has a potential impact to limit its results utilization, since the presentation of findings, conclusions and recommendations was done at the time of internal reorganisation of the UNOSSC office.

2 Key findings

This chapter presents the evaluation findings against its nine key evaluation questions, and their related judgement indicators. The synthesis findings were derived from detailed analysis of the overall strategic framework of UNOSSC's work and analysis of UNOSSC interventions. The responses to evaluation questions present triangulated findings derived from comprehensive document review, information received from various stakeholders and survey responses.

2.1 RELEVANCE AND COHERENCE

The extent to which there was a clear plan of action and guide to operationalize the SF vision and goals across the office (EQ 1)

Finding 1. The UNOSSC's work has been guided by elaborated Strategic framework, with comprehensive results framework, operationalised through thematic components and intervention areas.

The Strategic Framework 2018-2021 that was adopted in 2018 provided a comprehensive framework for UNOSSC's work towards promotion and support to South-South and triangular cooperation globally and within the United Nations system. The Strategic Framework presented the vision to contribute to the overarching goal of supporting Member States' efforts *"to achieve the eradication of poverty in all its forms and to promote gender equality and women's empowerment so as to achieve the 2030 Agenda through enhanced South-South cooperation, including triangular cooperation"*⁷. To contribute to this overall goal, the Strategic framework was operationalized through three outcome areas⁸, operationalized through three distinct sets of intervention areas. These areas include i) support to intergovernmental processes that set policies to further advance South-South cooperation across the United Nations system, ii) catalysing greater research and analysis to inform South-South policies and programmes, and iii) forging partnerships, demand-driven programmes, and mobilizing resources including Trust Funds. Strong horizontal component of UNOSSC's work included facilitation and generation of partnerships and mobilizing resources towards common South-South goals and agendas. Evidence collected through document review, stakeholder interviews and survey show that the selection of these intervention areas helped operationalise rather ambitious results framework set out in the Strategic framework. Almost 90% of survey respondents indicated that UNOSSC's overall choice of programmatic areas is appropriate. They also created an operational framework for a range of initiatives spanning policy making, partnerships, South-South projects in support to evidence generation and exchanges of practice. Within its operational framework, UNOSSC collaborated with a wide array of partners, mainly Member States and UN Agencies. Document review and stakeholder interviews shows certain level of evolution of UNOSSC's engagement with NGOs and research institutions and think tanks, though such engagement and partnerships are still not systematic as engagement with Member states and UN agencies is. UNOSSC's office structure that was operationalized through its Headquarters in New York and three Regional Offices in Addis Abba (Africa), Istanbul (Arab States, Europe and the CIS) and Bangkok (Asia and the Pacific) was found as

⁷ Strategic Framework of the United Nations Office for South-South Cooperation, 2018-2021

⁸ Outcome 1: Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support. Outcome 2: Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.

Outcome 3: South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.

generally comprehensive. However, interviewed stakeholders did not have clear understanding of the division of tasks between the HQ and RO. Document review and stakeholder interviews also point that the intervention areas and desired outcome level results have been rather ambitious and required quite intensive engagement of the Office and spreading resources thin, which created challenges for fulfilment of all ambitious agendas across different intervention areas. For instance, stakeholders have expressed doubts on whether UNOSSC should be directly engaged in projects management. While being directly engaged in SSC initiatives is as an opportunity to foster partnerships, mobilize resources for SSC and pilot innovations and generate learnings that respond to UNOSSC mandate (e.g., on coordinated assistance from UN entities or foster multi-stakeholder partnerships), it also requires a substantial amount of work from the office and it is not entirely clear how such learnings are fed into UNOSSC strategic objectives or leverage UNOSSC catalyst role. Feedback received from survey shows that this is the programmatic choice less known among respondents (25%). Likewise, UNOSSC training and capacity development activities – which have been mainly delivered under UNOSSC managed initiatives - were also assessed, both by interviewees and survey respondents, as a weaker programmatic choice⁹. Almost half of survey respondents did not perceive this as a relevant choice or were not sure about it.

Finding 2. Some overlaps and intersections between Outcomes and outputs within Strategic framework are noted, leading to some fragmentation in terms of reporting on results.

Review of UNOSSC’s Strategic framework presents evidence of ambitious and comprehensive framework of engagement on SSTC globally. However, the intervention areas are multiple and, in many instances, they intersect across different outputs and outcomes. This creates a comprehensive albeit rather patchy framework of interventions. For instance, a lot of intersection was found between efforts to be invested under Outcome 1 (output 1.1) and Outcome 2 (Outputs 2.1 and 2.2). Also, a lot of intersection is visible between Outcome 1 (output 1.2) and Outcome 3. In the reporting on results, UNOSSC presents cumulative results achieved under given outcome, yet some overlap and fragmentation is visible. The intervention logic for the Strategic Framework also reflects the somewhat of silo approach, as it is organised under the outcome areas without clarity of intersections. To overcome this, UNOSSC reported that the new Strategic Framework would include a theory of change which would more clearly present consolidation of the framework of interventions.

Extent to which the SF clearly articulated results and work-programmes to fulfil UNOSSC’s mandate, and coherent with broader UN mandates/UN Common Agenda (EQ 2)

Finding 3. The UNOSSC Strategic Framework provided vision of how its intervention areas can contribute to fulfilment of the UNOSSC’s mandate. The Strategic Framework has been coherent with and underpinned UN mandates and UN Common Agenda in support to South-South and triangular cooperation.

Document review and as corroborated by stakeholder interviews and survey shows that the UNOSSC’s SF outcome areas and work programmes were aligned to the key UN Agencies’ mandates and the UN Common Agenda. The UNOSSC’s mandate and strategic framework was designed to guide the work of the UNOSSC support of efforts of UN Agencies and Member States to implement the 2030 Agenda

⁹ Programmatic choices as assessed by the survey: support to intergovernmental processes; support to enhancement of research and analysis; support to partnerships and peer exchange; support to triangular cooperation; trainings and capacity development activities; high-quality technical expertise to Member states; support to innovative solutions for South- South cooperation; high-quality South-South knowledge management and partnership brokering; management of demand-driven South-South programmes; management of South-South trust funds.

for Sustainable Development through South-South alliances and partnerships, as stipulated in the summary of the Strategic framework 2018-2021. South-South cooperation has been evolving throughout the decades before and since establishment of the UN, with progress in terms of promotion of common goals and exchanges of practice at regional and global levels. During the last decade, a set of landmark agreements were reached, including the 2030 Agenda for Sustainable Development, the Paris Agreement on climate change and the Addis Ababa Action Agenda on financing for development. These agreements provided a strong vision guiding the work of UN Agencies and Member States to promote partnerships as pathways to a better future. These efforts have been complemented by UNOSSC's and other UN Agencies' efforts to engage with Member states and other actors, including civil society and academia to promote these interlinked agendas, cutting across the peace, development and human rights pillars of the United Nations. In particular, the 2030 Agenda committed to "leave no one behind" and towards achieving SDGs, which were aimed to help provide a better life for all, prevent crises both natural and man-made, and build a firm foundation for human rights, stability, prosperity and peace in all societies¹⁰. Following the adoption of the United Nations system-wide strategy on South-South and triangular cooperation for sustainable development by the Executive Committee chaired by the Secretary-General (Decision 2020/38), UNOSSC undertook important role in leading the development of an action plan for the strategy in coordination with the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation in a consultative, participatory manner. Within this framework, UNOSSC engaged with over 30 United Nations entities. As a result, the action plan was endorsed by the Executive Committee in 2021 and guides the United Nations entities to provide better policy, operational and programmatic support on South-South and triangular cooperation at the national, regional and global levels, with the aim of supporting national priorities and driving forward the 2030 Agenda and the Decade of Action to deliver on the SDGs (I 2.1).

Stakeholder interviews confirmed that the UNOSSC work-programmes build upon UNOSSC comparative advantage reflected in its strategic positioning as the knowledge hub providing advisory and consulting services on South-South and triangular cooperation. The Office structure with HQ and regional offices during the reference period was appropriate and allowed to continuously engage with Member States globally and regionally, as well as within the UN system. Such cooperation facilitated various types of South-South collaboration, including innovative financing mechanisms, timely access to high-quality analytical planning, and reporting on data, trends and partnership opportunities. However, many stakeholders noted concern with the current restructuring of the UNOSSC office, noting uncertainty when it comes to collaborative regional efforts in light of closure of regional offices.

Finding 4. Gender has not been mainstreamed into UNOSSC institutional and programmatic interventions.

Even though the overarching goal of SF 2018-2021, aligned with the 2030 agenda, recognizes the promotion of gender equality and women's empowerment through enhanced South-South cooperation, including triangular cooperation; the evaluation found no evidence of consistent efforts to mainstream a gender approach to UNOSSC's work-programmes and methods, besides few knowledge products and initiatives under Trust Fund projects. Internally, a gender task-team had been established in 2019. It identified main gaps regarding UNOSSC approach to gender and developed an action plan, which was the object of consultation within the office and meant to be endorsed by management. However, by the time of this evaluation, the action plan had not yet been endorsed or taken forward. This finding confirms what had been previously assessed by the Mid-Term Review (MTR) which had drawn specific recommendations to address this issue.

¹⁰ Economic and Social Council (2017); Repositioning the UN development system to deliver on the 2030 Agenda – Ensuring a Better Future for All, p. 3

Extent to which the UNOSSC work-programmes including working methods, partnerships, and tools aligned with South-South principles, including TrC approaches (EQ 4)

Finding 5. UNOSSC work programmes are highly aligned with South-South principles, however there are still gaps related to further unpack triangular cooperation and multi-stakeholder approaches.

UNOSSC has aligned its working methods with SSC principles¹¹. Almost 85% of survey respondents noted that UNOSSC consults and involves partners in the design and implementation of its programmes and 87% acknowledge UNOSSC overall contribution to the 2030 Agenda. UNOSSC secretariat for intergovernmental processes has been responsive to Member-States requests and its work on research has also been guided by priority issues raised by Member States. The development of the “South-South Galaxy” responds to Member States (MS) call regarding the need to tackle the scattered nature of knowledge around South-South solutions and it was developed based on consultations with UN entities. Initiatives funded by UNOSSC managed Trust Funds have been recognized as being demand-driven, fully led by national governments and as not imposing any kind of conditionality. Trust Funds are also recognized as being able to fully operationalize the mutual-benefits principle, contributing to it with a positive projection of providers countries’ foreign policy priorities, as well as their international positioning. South-South initiatives managed directly by UNOSSC respond to Member States priorities and demands. Overall, UNOSSC supported SSC initiatives foster solidarity among countries and are fully geared towards the attainment of internationally agreed development goals. However, although UNOSSC has advanced in convening and facilitating multi-stakeholder policy-dialogue, the evaluation assessed important gaps in terms of further unpacking the multi-stakeholder, as well as triangular cooperation approaches.

2.2 EFFECTIVENESS

EQ 5. Extent to which the results as envisioned in the SF have been achieved and how

This section presents the assessment of UNOSSC’s performance across its strategic framework. In light of this, the presentation of main findings is organised around the three outcomes, with references to intersections between output areas across the three outcomes. Such intersections are mentioned and cross-referenced for easier understanding.

2.2.1 Main findings on UNOSSC performance under Outcome 1

Outcome 1: Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support

Advancing South-South and triangular cooperation policymaking

Finding 6. UNOSSC’s work in support to intergovernmental bodies to make informed decisions on SSTC has been effective and added value to the overall SSTC conceptual framework. In particular, the BAPA+40 has been a major achievement of the Office and the MSs in the reference period.

¹¹ The evaluation has considered the alignment with SSC principles as a crosscutting dimension and relied on the definitions outlined by the BAPA+40 and the Nairobi outcome document.

Document review presented ample documentary evidence of UNOSSC's contribution to the Second High-level United Nations Conference on South-South Cooperation (Buenos Aires, Argentina 20-22 March, 2019) (BAPA+40), which was corroborated by all interviewed stakeholders across all stakeholder groups and survey. Almost 87% of survey respondents acknowledge UNOSSC support to intergovernmental processes to further advance South-South cooperation. The UNOSSC, served the Secretariat for the preparatory process of the Conference, leading on a number of fronts including, but not limited to the technical and logistical preparation and organization of the Conference; following up on preparation of research and knowledge products; as well as preparation of policy briefs, advocacy and policy advice that served as inputs to the negotiations leading to the BAPA+40 Conference. This huge global endeavour absorbed much of UNOSSC's capacity as it entailed comprehensive outreach, advocacy and communication efforts and engagement with an array of stakeholders, including MSs, UN Agencies, and non-state actors (e.g., research institutions, think tanks, CSOs, and the private sector). To inform the preparatory process of the Conference, UNOSSC helped draft the Secretary General Note featuring the overarching theme and the subthemes of the Conference (A/72/711). The office also supported drafting of the Secretary General's comprehensive report for the Second High-level United Nations Conference on South-South Cooperation (A/73/383) titled "*Role of South-South cooperation and the implementation of the 2030 Agenda for Sustainable Development: Challenges and opportunities*". According to the document review and stakeholder interviews across various stakeholder groups, the UNOSSC' support to the entire process was comprehensive and effective, and lead to strong inputs to the Conference and in particular the negotiations that resulted in an outcome document adopted by consensus at the conference. Interviewed stakeholders emphasized the fact that close follow up of the research and policy materials, as well as consultations and information sharing were helpful to prepare a good quality Outcome Document¹² which provided elaborate view of the notion of South-South cooperation in the context of sustainable development and the implementation of the 2030 Agenda. The outcome document further defines what has been considered as a field or practice with updated definitions, within the United Nations Development system, the MS and wider development partners.

As noted above, UNOSSC invested efforts to engage non-governmental partners and new actors to the floor through multi-stakeholder dialogues and inputs to the Conference. According to interviewed stakeholders, this measure was considered as innovation when it comes to more traditional understanding of South-South and triangular cooperation, that engaged predominantly MSs, UN Agencies and development partners. Such measure had substantial echo in terms of recognition of the role of think tanks, CSOs and the private sector in South-South and triangular cooperation and brought some new avenues of cooperation, however UNOSSC did not capitalise on them so far. However, feedback received from the non-governmental sector shows outstanding gaps in terms of engaging more fully and comprehensively with think-tanks, CSOs, private sector in the dialogue. The UNOSSC's role of facilitator of such dialogue is consistently perceived as important in stakeholder interviews on matters related to achieving the Agenda 2030 goals.

Stakeholder interviews emphasise the fact that BAPA+40 has brought new momentum and that its follow-up is mainly under the responsibility of MS, not UNOSSC. The office, from its point of interaction with MS and other actors has been advocating and following up at policy manner, but outstanding gaps in terms of stronger and data-based advocacy are noted. For instance, the Office facilitated policy dialogues to advance in concrete recommendations for the post-PABA roadmap and to foster keeping the momentum through DG forums at global and regional levels, as well as an event with African Peer-Review Mechanism (APRM), focused in charting post-BAPA+40 roadmap with concrete recommendations in 2019. COVID was a major setback for keeping the momentum provided since

¹² Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation. Resolution adopted by the General Assembly on 15 April 2019.

diplomatic relations have been made difficult due to lack of in-person meetings and events, which limit exchange and dialogue possibilities.

Following up on BAPA+40, UNOSSC served as the secretariat of the negotiations on the resolution on South-South cooperation of the Second Committee of the General Assembly. Within these efforts, the Office provided policy advice and supported Member States to achieve consensus on the 2nd Committee resolution (see also output 2.1). The Second Committee Resolution (2020) focuses on the contributions of South-South and triangular cooperation in response and recovery from the COVID-19 pandemic. Its added value was considered in view of reaffirmation of the support of the General Assembly for the High-Level Committee (HLC) and the implementation of the BAPA+40 outcome document of the second High-level United Nations Conference on South-South Cooperation¹³. Different interviewees mentioned that 2nd committee resolutions play a greater role than BAPA (which is more like historical milestone). However, one shortcoming that was raised by some stakeholders was that these resolutions are usually being updated based on previously agreed language and they are difficult to be updated during or after the conference, which makes guidance coming from such policy documents sometimes generic, and not always clear. In that regard, stakeholders assess that UNOSSC should build in its added value and strategic position in order to provide more substantive inputs to those intergovernmental processes as well as in supporting resolutions to trickle-down through concrete messages and actionable points, as it will be further discussed in findings 7 and 8.

Finding 7. UNOSSC’s contribution to analytical reporting on South-South and triangular cooperation has been effective, though some outstanding gaps in linking analytical reporting and policy dialogue efforts are visible.

Throughout the reference period of the evaluation, notable UNOSSC’s efforts to generate evidence and produce analytical reports on South-South and triangular cooperation have been evidenced at all levels. UNOSSC has supported continued support to production of analytical reports and knowledge products on South-South and triangular cooperation. Within its role and position, UNOSSC is in charge of drafting annual reports of the Secretary-General on the state of South-South cooperation¹⁴ in close collaboration with relevant focal points in United Nations specialized agencies, funds and programmes. The reports usually feature specific measures taken by the United Nations system to enhance South-South and triangular cooperation and make recommendations for the way forward. These reports of the Secretary-General are used to inform the deliberations of Member States on South-South cooperation during the General Assembly sessions as well as in related negotiations on the General Assembly resolutions on South-South cooperation.¹⁵ Stakeholder interviews reveal utility of these reports and their informative nature. However, concerns were also raised on the missed opportunity of building upon UNOSSC wealth of research and knowledge to raise the analytical profile of such reports, which have been assessed as being mainly geared towards accountability. In that regard, UN entities have emphasised the risk of overemphasising accountability above results-oriented coordination. Discussions with the UNOSSC interlocutors shows that these reports are sometimes challenging to produce given that UNOSSC needs to collect and draw on UN agencies’ work on South-South and triangular cooperation. This presents challenges in terms of collecting inputs for the report by such a small office with limited human resources.

Throughout its work across the reference period, UNOSSC has invested strongly in analytical research and collection of evidence on SSTC, as well as development of Galaxy to serve as an interactive

¹³ See for instance UNDP (2020) report to the administrator. Annex 4. Update on results achieved by the United Nations Office for South-South Cooperation in 2020

¹⁴ A/74/336.

¹⁵ E.g., A/74/239.

repository of knowledge and good practices. As this work intersects Outcome 1 and Outcome 2, analysis of UNOSSC's work in this area is also covered in analysis of Outcome 2 below.

Improving coordination of United Nations system-wide support to South-South and triangular cooperation

Finding 8. UNOSSC has successfully facilitated the development of the UN System-Wide Strategy on SSC, which is recognized as a relevant outcome to enhance UN coordinated support to SSTC. However, its roll-out to regional and country level has not been expedited thus far. UNOSSC has effectively mobilized UN entities through the Inter-Agency Mechanism on SSC, but strategic adjustments in the Inter-Agency Mechanism are needed in order to enhance its efficiency and efficacy towards substantive coordination.

This evaluation found strong evidence of UNOSSC's contributing to the Inter-agency Mechanism and the System-Wide Strategy, endorsed by the Secretary General's Executive Committee in 2021 and noted by the 2nd committee. The contribution was seen as highly effective in terms of enhancing UN support to SSTC. The UNOSSC initiative on developing the System-Wide Strategy as a response to BAPA+40 has been assessed as relevant to demonstrate the UN willingness to provide coherent and comprehensive support to SSTC, as well as to provide the UN System with more concrete guidelines on how to translate the commitments set forth by BAPA+40 into actionable points. The System-Wide Strategy and its related outputs (Action Plan and M&E framework) have allowed other UN entities to leverage SSTC internally through informing efforts to mainstream SSTC. The System-Wide Strategy has also been praised as an important entry point for UN entities to engage more closely among themselves (see also analysis of Outcome 3 which intersects with this Output). For instance, stakeholders mentioned that dialogue on SSTC between UN entities in specific subjects has increased, as well as a subgroup of entities working around SDG3 has been strengthened through the work related to the System-Wide Strategy and the group is currently working on strengthening coordination between UN entities and across global and country level.

“(The System-Wide Strategy) is the first System-wide framework for SSTC, led by UNOSSC”¹⁶

UN entities praised UNOSSC efficiency in convening the interagency mechanism with the views of developing the System-Wide Strategy. Stakeholders highlighted that the process has been inclusive, recognized it as an important undertaking, considering heterogeneity of UN entities gathered and the diverse SSC engagement, understanding and delivery modalities. Stakeholders also assessed positively the working groups methodology since it allowed close and substantial work among different UN entities. The Inter-agency Mechanism is recognized as an important site to share information on SSC. UNOSSC has been particularly effective on providing information on their own processes so other UN entities could engage.

Those findings are confirmed by the survey responses, where half of the respondents pointed to the UNOSSC role on UN system coordination as an added value and more than 80% affirms that UNOSSC had a positive contribution to UN system-wide coordination on SSTC (58% an above average amount and 23% about an average amount). However, several challenges were identified as major stumbling blocks that should be addressed in order to strength UN System coordination.

Stakeholders raised that the System-Wide Strategy roll-out has not so far accelerated in the manner that was desired. One of the reasons for this was raised to be a cautious approach in promoting the

¹⁶ Interviewed stakeholder

strategy widely and in timely manner¹⁷. Finally, stakeholders raised the importance of UNOSSC weight in on United Nations Country Teams (UNCTs) to mainstream SSTC into the UN programming processes at regional and country level (the key being CCA and UNSDCF). The importance of the SSTC indicators in the Quadrennial Comprehensive Policy Review of UN system operational activities (QCPR) Monitoring Framework (2021-24) have also been noted as a promising step towards this achievement.

On a different note, although the System-Wide Strategy has been positively assessed for its potential of keeping the UN system accountable on their support to SSTC, it does not provide a framework for coordination under the specific substantive thematic areas that BAPA+40 called for. Notwithstanding its system-wide nature, for which facilitation of SSTC is more a common ground rather than specific thematic areas, stakeholders expressed their concern regarding the need to substantiate coordination efforts towards development outcomes and the risk of focusing accountability at the output level of UN coordination to support SSTC.

More programmatic collaboration has also been highlighted as an area of improvement for the Inter-Agency Mechanism. Moving beyond information exchange to more operational collaboration has been pinpointed as the logical development of the Inter-Agency Mechanism, once its major task on developing the System-Wide Strategy. Stakeholders mentioned that the Inter-Agency Mechanism needs to be strategically revamped in order to promote UN entities' collaboration on SSC. The need for substantive improvements was identified, such as having a ToR establishing a clear mandate for the Inter-Agency Mechanism - which currently is not completely clear to participants; moving beyond information exchange towards more intentional collaborative work among UN entities with related mandates, as to consolidate coordination that leads to greater development impact; exploring the SSTC experience and thematic expertise of the different participant entities; improving the information sharing on Member States strategic debates and messages at the HLC to all UN entities; strengthening clarity on the entry-points to engage with UNOSSC beyond the Inter-Agency Mechanism and ad hoc events. On the other hand, formal procedures improvements identified include having periodic meetings, sending invitations with proper time ahead, finding ways to make the meetings with so many participants more participatory, having one focal point per agency appointed to strengthen internal Inter-Agency Mechanism accountability.

Finding 9. Challenges related to at times not sufficiently clear role of UNOSSC in SSCT policy domain and its capacity limitations affect effectiveness to some degree.

The work of UNOSSC as catalyst of the efforts of MSs, UN and other partners on SSCT is challenged by some internal and external factors. These factors include somewhat of lack of clarity among stakeholders on the role of UNOSSC, i.e., the issues of substantive secretariat 'dilemma'; the level of influence UNOSSC can exercise across policy domain and internal issues related to silos between HQ and regional offices (discussed in EQ3 above). When it comes to the 'secretariat dilemma', reflections collected from various stakeholders show that there are varying views of to what extent UNOSSC should play a more active role and how. While some interlocutors mention that UNOSSC should deal with organisational issues and promoting information evidence and analysis, some external stakeholders expect a more active role from UNOSSC through providing clear and concrete key messages to feed MSs positions (e.g., a more intensive 'backstage work' and active outreach to MSs delegates leading to policy events.). Reasoning for this is found in situations where negotiators do not always have substantive knowledge on SSTC and rely on UNOSSC to be able to provide concrete inputs, while UNOSSC is seen as mainly providing those when requested. A positive example of UNOSSC substantial input raised, for instance, refers to G77 request to UNOSSC to provide inputs to the SSC resolution, whereby UNOSSC suggested mainstreaming SSC into UNSDCFs and regional CF, leading to

¹⁷ By the time of this evaluation, UNOSSC was finalizing the Guidelines to operationalize the UN system-wide strategy on SSTC and its Action Plan at country level.

integration of some of these elements in the resolution. As noted by some stakeholders, this ‘dilemma’ interlinks with their assessment on UNOSSC not always making sure that the knowledge it collects through various interventions is being strategically fed into negotiations or being used in a more active manner to champion SSC with MS. UN entities also pointed their expectations on UNOSSC serving as a ‘bridge’ between MSs and the UN entities on SSC, through actively sharing MSs strategic messages and debates arising from high-level forums to all UN entities. In that regard, UN entities expressed that this would also facilitate a more coordinated support to SSC from the system.

The fact that the office itself is small (human and financial resources wise) makes wider engagement and fulfilling wider sets of agendas difficult, taking into account that it is already difficult to navigate within its mandate, as emphasised by a broad range of stakeholders and fully acknowledged by UNOSSC interlocutors.

Providing advisory services to United Nations entities

Finding 10. A range of advisory services were provided to UN entities, though their depth and breadth varied, depending on the scope of advisory support request, UNOSSC’s capacities to respond and interest of UN agencies to tap on such potential.

Document review and stakeholder interviews point to some, albeit at times fragmented and uneven advisory services to UN entities across the reference period. According to data collected through review of documents and as corroborated through stakeholder interviews with UN agencies, this type of support also depended on the engagement of HQ and/or regional offices with other UN partners. Advisory services to UN entities spanned help in integrating SSCT principles in UN Agencies documents, supporting events and webinars, and developing M&E frameworks or processes (see adjacent box), which appear in the reviewed documents to be more consistent type of advisory service. Interviewed stakeholders

Examples of UNOSSC’s M&E advisory services

- Technical support to FAO to develop its new South-South and triangular cooperation strategy
- Technical inputs on strengthening the South-South and triangular cooperation component of the QCPR monitoring framework, 2021–2024, including support to development of data collection tools
- Technical inputs and advice regarding the South-South and triangular cooperation indicators of the United Nations entities reporting
- Technical inputs to the development of the scorecard for the implementation of the United Nations Youth Strategy
- Technical inputs for the International Development Cooperation chapter of the *Financing for Sustainable Development Report 2021*
- Technical support in integrating South-South and triangular cooperation in projects implemented by United Nations entities funded through UNOSSC- managed trust fund
- Advisory services during the design and implementation of evaluations of the trust fund-supported projects

emphasized the fact that, despite the declarative commitment of UN Agencies to integrate SSCT principles in their work at country- and regional – levels, there is still not very coherent operationalization of such efforts despite efforts. In many regions, interviewed stakeholders from all stakeholder groups point to the utility of regional offices to promote the principles within respective regions, thanks to their presence and possibility to engage more closely with UN agencies and other partners in this regard. However, this evaluation confirms the findings of the MTR of the UNOSSC’s SF, that despite M&E progresses and UNOSSC efforts to advance Trust Fund projects M&E¹⁸, the analysis

¹⁸ The Evaluation Plan of UNOSSC Strategic Framework 2018-2021 outlines SSC questions that should be considered by evaluations commissioned by UNOSSC. Additionally, UNOSSC has issued guidelines for ‘design, implementation and documentation and monitoring and evaluation’ of UNOSSC South-South Trust Fund projects at country-level. The

of SSTC contribution to development results and their transformational potential has not been systematic or integrated. The findings of this evaluation corroborate evidence for reasons for such situation evidenced in the MTR stating that it is “partly due to the varied expectations among the different governance structures of the Trust Funds, and also partly due to the fact that SSC partners are still yet to arrive at a consensus on evaluation approaches of SSC”¹⁹. Stakeholders have placed emphasis on UNOSSC’s unique position to tap into UN experience and needs to move this pressing issue forward. Additionally, several expectations regarding UNOSSC advisory services were raised as an important way forward in terms of supporting UN entities to mainstream and scale-up SSC within UN entities. Those range from raising awareness on SSC at HQ level, supporting advocacy efforts for SSC at national and regional level, enhancing UN staff understanding of SSC, and developing a roster of consultants with specific knowledge on SSC to which UN entities could tap into when needed.

UNOSSC at HQ and in particular its regional offices continuously engaged in regional dialogue platforms and in support to collaboration efforts. Stakeholders have strongly emphasised the value of taking efforts to the regional level, connecting with regional experiences on SSC, engaging with regional institutions and embedding UNOSSC support to SSC into regional integration processes. Document review and interviews pointed to a number of such examples across all regions, including for instance the interregional policy dialogues and stocktaking on public-policy leadership and institutional arrangements for advancing South-South and triangular cooperation in the context of COVID-19 recovery, engaging stakeholders from over 40 countries across the Arab States, Europe and the Commonwealth of Independent States. A lot of work was also provided in support to regional issue-based coalitions providing inputs on the role the United Nations development system can play in terms of promoting and operationalizing South-South, East-East and triangular cooperation. In Asia and the Pacific region, UNOSSC expanded advisory services in partnership with ESCAP to convene the Round Table for Goal 17 during the 2021 Asia-Pacific Forum on Sustainable Development, which resulted in recommendations on ways to scale up South-South and triangular cooperation. UNOSSC also invested in cross-regional support whereby the UNOSSC Regional Office for Asia and the Pacific supported UNCTs in the Islamic Republic of Iran, Sri Lanka, Thailand and Viet Nam to develop a common country strategy on South-South and triangular cooperation, and to strengthen the implementation of a triangular cooperation project between China, Ethiopia and Sri Lanka. Through these efforts, the regional office also mapped and shared lessons learned on COVID-19 responses in Viet Nam in 2021.

2.2.2 Main findings on UNOSSC performance under Outcome 2

A lot of UNOSSC’s work intersects Outcome 2 and Outcome 3, notably its support to policy dialogue and partnership building among South-South partners. For this reason, analysis of such interventions is presented under Outcome 2 for easier overview of the depth of the UNOSSC’s engagement across different policy and partnership dimensions.

Outcome 2: Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services

Within the scope of this Outcome, a significant number initiatives have been implemented expanding evidence on SSTC, knowledge sharing, capacity strengthening and brokering partnerships among various stakeholders engaged in some type of capacity in SSTC. The review of UNOSSC’s support across

evaluation team conducted a review of sampled ToRs and Evaluation reports, considering UNDP’s thresholds for mandatory project evaluations. Such review shows that guidelines issued by UNOSSC have been progressively adopted.

¹⁹ UNOSSC (2021); Midterm Review of UNOSSC SF 2018-2021; p. 25

this wide engagement arena is provided below, with some of the details also provided in analysis of Outcome 1 and Outcome 3.

Enhancing digital networks for sharing knowledge and brokering partnerships

Finding 11. UNOSSC’s contribution to global knowledge sharing and partnership has been boosted by establishment of the “South-South Galaxy”. This platform is considered as the leading global repository of good practices, knowledge, solutions, research that partners (both Southern and Northern) can access and utilize in their support to developing countries. However, ambition for Galaxy to be used as interactive platform to facilitate contacts and connection, learning and collaboration between potential partners is still not fully fulfilled. Galaxy’s full potential is still not fully explored.

The development of a global knowledge sharing and partnership brokering platform “South-South Galaxy” was initiated in 2018 through a consultation with over 15 UN entities to respond more systematically and effectively in supporting developing countries’ demand to connect, learn and collaborate with potential partners. As such, the platform has had a dual nature, i.e.: i) to serve as a one-stop shop for partners to search, communicate and share solutions in order to address common challenges, and ii) as a matchmaker by connecting solution providers and seekers. Southern countries and interested development partners can locate concrete cases, share their knowledge and initiatives, collaborate with potential partners digitally and explore funding opportunities. The Galaxy was part of the effort to leverage transformational opportunities presented by digital technologies for development cooperation, moving from more traditional interactions towards more interactive online exchanges as noted in UNOSSC’s reports, its distinct functions include the integration of artificial intelligence, which enables the platform to “learn” about the interests and behaviour of its users to provide the most relevant content, real-time data and solutions in order to enhance the user experience. The Galaxy became operational in December 2019, so the focus in the first years has been on publicizing the platform, its potential benefits and attracting various parties to use it. Since its launch, Galaxy has been continuously expanding through inter-agency collaboration by means of its integration into the United Nations system-wide strategy on South-South and triangular cooperation, as well as interconnection with UN entities online platforms. UNOSSC is gearing towards the full roll-out of the Galaxy at the regional and country levels through the implementation of the system-wide strategy. Interviewed UN entity and development partners noted their satisfaction with utility of the Galaxy, though they confirm that the full roll out is still work in progress.

UNOSSC’s reports and monitoring data provide a number of examples of the use of South-South Galaxy for knowledge-sharing (with repository of over 800 good practices in South-South and triangular cooperation across all SDGs which are submitted and directly uploaded by partners) and partnership-brokering, including the stable increase of registered institutions (with 416 institutions registered by end of 2021) and a number of evidenced partnerships facilitated through the platform (a total of 40 partnerships were registered in 2021 according to UNOSSC data)²⁰.

Stakeholder interviews corroborated the utility of the Galaxy for knowledge sharing, many of whom mentioned that they consulted and/or skimmed through the repository occasionally or regularly. UN entities value the fact that it is useful to showcase UN support to SSC without them having to invest in individual platforms and, at the same time, helps to consolidate UN entities knowledge on SSC. Member states have also endorsed such utility, pinpointing that it highlights work that otherwise would be invisible.

²⁰ Annex 4. Update on results achieved by the United Nations Office for South-South Cooperation in 2021

However, main concerns as assessed by this evaluation link to the need for active submissions and sharing by Member States, United Nations entities and other development partners, the fact that it is not properly reflecting nor giving visibility to triangular cooperation as a specific modality, the need to advance on the analysis of the wealth of knowledge in the repository and ensuring that countries with less capacities are properly supported to showcase their good practices as well as to benefit from the platform. Submissions have been reported as being resource intensive as it requires proactive engagement and assistance in quality assuring the submissions. This is mainly for the fact that presentations of initiatives from the Global South need to have clear explanation how such initiative can help cross-country transfer of knowledge and experiences on overcoming common challenges; that knowledge and those experiences are sustainable, tested for technical feasibility and have the potential for replication to achieve impact at scale. Cross-checking and quality assuring the submissions is reported to take a lot of resources, but it results in a useful and practical input for potential learning and replication as highlighted by interviewed stakeholders.

In efforts to ensure that Galaxy moves beyond just serving as a repository of good practices towards knowledge broker, a number of knowledge-sharing events on South-South and triangular cooperation have been jointly organised with Member States, United Nations entities and other development partners. According to UNOSSC data, over 20 such events were organized in 2020 to share their good practices and experiences and discuss how they could be scaled up to other countries and regions through South-South and triangular cooperation. Additionally, UNOSSC utilized multiple dissemination efforts to bring visibility to the Galaxy, through its newsletters and utilization of social media. This increased the visibility of the platform and its userbase that continued to grow over a two year period since its launch. Evaluation data show that Galaxy's purpose was confirmed during COVID-19 pandemic as it enabled online interaction²¹, and also serving as a platform that enabled mapping of responses to COVID-19 across the Global South (including mapping of official donation platforms established by Governments). This effort resulted in a repository of efforts to address the pandemic, adding to its purpose to advance knowledge on topics ranging from poverty eradication, climate action, environmental sustainability, urbanization, digital transformation, and, health, urbanization, tourism, development cooperation, etc.

However, many stakeholders from UN entities and development partners note that the Galaxy still is a work in progress, as its full utility is still not entirely materialized. It is still serving as one-way knowledge repository more than a fully interactive platform for brokering partnerships. Due to its size, it is at times difficult to navigate as emphasized by relevant stakeholders, and still difficult to follow or interlink with those who could potentially be interesting partners for development projects. For the next SF period, UNOSSC reported it will be focusing on fully rolling Galaxy out at the regional and country levels, aligned with the implementation of the system-wide strategy. Integration of the Galaxy into the "Guidelines to operationalize the UN system-wide strategy on SSTC and its Action Plan at country level", that are currently being developed, should also support further strengthening of the reach and utilization of the Galaxy beyond global level.

Finding 12. Expos were found to be important platforms for SSTC cooperation, which also helped strengthen UNOSSC's strategic positioning as partnership and knowledge broker on SSTC.

Over the reference period of this evaluation, one Global South-South Development Expo (GSSD Expo) was organised in 2018. Preparations for the 2022 Expo that will take place in September 2022 in Bangkok, Thailand have been underway at times of finalisation of this report. The 2018 GSSD Expo was a large event gathering over 1000 participants from 120+ countries and over 100 institutions. It

²¹ The platform hosted a series of South-South exchange and capacity-development webinars to promote the sharing of experiences and emerging lessons learned from different countries as they respond to the COVID-19 crisis

hosted 40 sub-events and parallel activities, that served to showcase over 250 South-South and triangular cooperation solutions to development challenges, with 130 solutions being exhibited during the Expo. The Expo also covered many new cross-cutting topics and initiatives which expanded the horizon of SSC agenda. Within the scope of Expo, a second volume of the flagship publication “Good Practices in South-South and Triangular Cooperation for Sustainable Development” was also presented promoting 107 good practices presented by Member States, United Nations agencies and other development partners highlighting how South-South cooperation and triangular cooperation can accelerate progress towards the implementation and achievement of the SDGs. All interviewed stakeholders who were informed about or who participated in Expo shared positive experiences from the event, emphasizing the strong momentum and inspiration coming from the exchanges happening during this event. Stakeholders consider organization of such large events as important value added of UNOSSC. UNOSSC is considered by MSs and UN entities and other development partners to have sufficient knowledge, skills to organize such large events with full utility. To adapt to the impact of the pandemic and leverage digital technology, UNOSSC launched the e-exhibition hall for the Expo, connecting to the Galaxy platform. The 2022 Expo was also planned in hybrid mode, significantly expanding its participation, resulting in 1000 in-person and 4000 on-line participation.

Finding 13. Global Thinkers initiative has contributed to establishing a common understanding on SSC and promoting relevant conversations on data production, evidence-based research, impact assessment, monitoring and evaluation. To a large extent, the project has contributed to the generation and dissemination of a narrative on South-South Cooperation, though limitations were observed with regards of its full utility to inform policy debates and dialogue on SSTC. One of the reasons for this was assessed to be a rather narrow space for engagement of think-tanks in policy dialogue between and with MS, UN Agencies and development partners, which was expected to be widened by UNOSSC, but has not fully materialised yet.

Document review and stakeholder interviews show that the UNOSSC’s and UNDP ‘s joint project the “South-South Global Thinkers: the Global Coalition of Think Tank Networks for SSC initiative” (Global Thinkers initiative) has been an important input into strengthening cutting-edge research to inform evidence-based South-South policymaking processes. The idea behind this initiative was to provide space for deeper and more comprehensive engagement with think tank network members to contribute to evidence and knowledge generation on issues pertaining to South-South cooperation. According to interviewed stakeholders, the initiative was shaped based on the recognition of insufficient or limited interaction and engagement with CSOs and thinktanks across the SSTC interventions. The initiative included engagement with six think-tank networks bringing together more than 250 think tanks from the South (and some from the North) covering all geographical regions to engage in commissioned research which would be used to better inform global policy dialogues and agenda setting on SSC, including in the BAPA+40 Conference. To facilitate interactions, networking and cross-fertilisation, the project established an online platform gathering over 250 think tanks (<https://www.ssc-globalthinkers.org>) as well as regional workshops bringing together participants from governments, private sector and think tanks. The platform and the workshops were used over the period of implementation of the project for knowledge sharing, discussions and collaboration on research between the networks as confirmed by interviewed relevant stakeholders. The Global Thinkers initiative was assessed as very effective to raise capacity and engagement of think-tanks in relevant debates. It resulted in enhanced body of knowledge on SSTC from the perspective of independent organisations, shedding a new light on SSTC and possibilities, contributing to the “generation and dissemination of a narrative on South-South Cooperation, based on world-view pluralism and geographical diversity” as found by the Global Coalition of Think Tank Networks for

South- South Cooperation (GCTTN) project strategic review²². This was deemed as relevant and important to expand the scope of the debate and to include independent voices across the spectrum of policy dialogue on SSTC. Interviews conducted within the scope of this evaluation corroborated the finding of the GCTTN project strategic review²³ which assessed that the project contributed to knowledge production and to strengthened networking of Global South think tanks. The project provided the opportunity to think-tank network members to improve their own research and policy engagement capacities. The fact that all research deliverables were peer-reviewed was raised as important capacity building and quality assurance measures, which helped think tanks to improve data collection methods and rigour.

However, most interviewed stakeholders knowledgeable of the initiative shared their perception of this initiative being implemented in silo from other potentially inter-linkable initiatives (particularly the policy dialogue interventions of UNOSSC), which is seen as a missed opportunity. Interviewed stakeholder noted another weakness, which pertains to lack of provided opportunity of the huge amount of generated evidence and research work to inform policy as much as it could. The generation of knowledge-policy linkages was not within the scope of the first phase of the GCTTN, many stakeholders informed about the initiative mentioned that despite this fact, research effort was disconnected from programmatic work. One of the reasons highlighted by UNOSSC team relates to the fact that SSC has traditionally be government-to-government, while engaging think tanks in SSC agenda was a new phenomenon brought by such efforts from UNOSSC in recent years. According to UNOSSC, such efforts require continuous support and time to expand the coordination space. UNOSSC is planning to continue investing in this.

On the other side, the increasing attention of UNOSSC to potential contributions from such partners is seen as a new avenue that needs to be explored. A measure in this direction was assessed to be the collaboration between UNOSSC and UNDP Human Development Report in informing the development of the Human Development Report, where Global Thinkers networks were invited to provide their inputs for the 2019, 2020, 2021, and 2022 editions. This was considered as huge milestone in terms of including the voices of the South in a very high-level report.

Support to capacity-building, dialogue and advisory services

Finding 14. UNOSSC's wider support to evidence generation and knowledge products, policy dialogue and capacity strengthening and advisory has included a broad range of events, activities and interactions. Evaluation found that most of them have been one-off and short term, bringing relevant output level results that were often not followed up on by partners. This also relates UNOSSC's catalyst and demand driven nature which leads to spreading resources thin by supporting a variety of events.

Document review reveals that a bulk of the work under the wider UNOSSC framework of support to capacity building and advisory was designed and was reported under Outcomes 2 and 3. In light of that and to present a better overview and assessment of performance, such initiatives were gathered and assessed cumulatively.

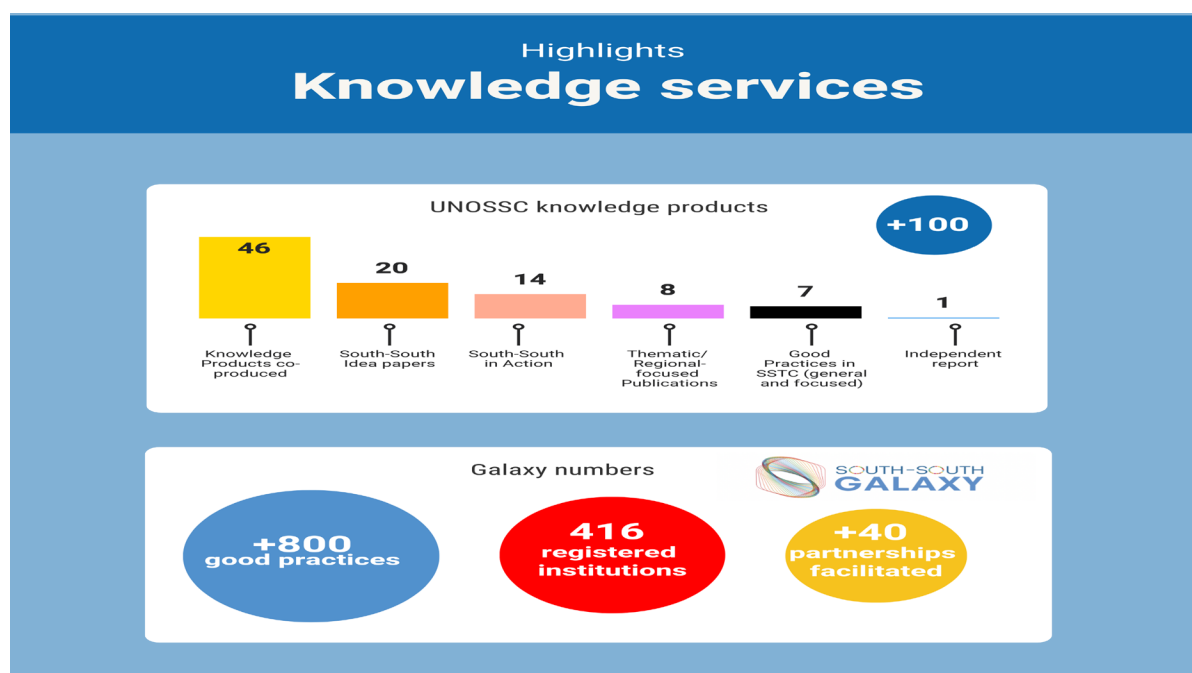
Document review points to a range of many knowledge products that have been prepared over the reference period of this evaluation aiming to inform SSC debates per request of UN Entities and

²² UNDP/UNOSSC (2021) Independent Strategic Project Review. South-South Global Thinkers: A Global Coalition of Think Tank Networks for South-South and Triangular Cooperation. Final Report

²³ Ibid

Secretary General, but also at times by MSs²⁴ (See figure 5). For instance, UNOSSC coordinated: (i) the development of the “Cooperation Beyond Convention – Independent Report on South-South and Triangular Cooperation”²⁵ requested by the United Nations Secretary General in 2019, (ii) ten South-South in Action publications²⁶, (iii) twenty “South-South idea papers”, including the report “South-South cooperation in a digital world”²⁷. These knowledge products were generally viewed as useful to inform the debates. However, a criticism has been raised by interviewed stakeholders when it comes to interaction among knowledge and research products that have been facilitated (and supported) by UNOSSC. The evaluation found a lack of interaction or interconnection between these knowledge products, which diminishes their cumulative contribution to body of knowledge and its possibility to inform the SSTC debates. Additionally, UNOSSC published two volumes of “Good Practices in South-South and Triangular Cooperation for Sustainable Development” (2018 and 2020) and five other Good Practices editions thematically, typology and regionally focused (one on SDG 2, one on SDG 3, one dedicated to SIDS, LDCs and one focused in Made-in Africa SSC solutions). Regarding UNOSSC flagship reports on Good Practices, stakeholders overwhelmingly acknowledge its value-added, in terms of credibility and visibility. Moreover, the evaluation assessed that UNOSSC templates for collecting good practices are being used as reference.

Figure 4. Highlights of UNOSSC knowledge services achievements



²⁴ For instance, in partnership with the Department of ASEAN Affairs of the Ministry of Foreign Affairs of Thailand and the ASEAN Secretariat, UNOSSC published a “Mapping South-South Cooperation in ASEAN” to compile initiatives in the region. UNOSSC also prepared a paper on “Stemming Illicit Financial Flows in Asia”.

²⁵ The report aims to explore the diversity of cooperative models, the impact of these models on current global challenges, including sustainable development and poverty reduction, and the need for more innovative and inclusive strategies to develop as part of the multilateral and bilateral cooperation system

²⁶ These publications showcase successful policies, initiatives and activities of Member States, intergovernmental organizations, civil society, development partners, and UN entities that have led to the achievement of their development goals

²⁷ This report was jointly prepared by UNOSSC and the Finance Centre for South-South Cooperation, exploring development prospects and trends affecting digital industries in the Global South and proposals for digital industrial cooperation among Southern countries. It was launched at a BAPA+40 side event where its policy recommendations were discussed with high-level government officials and thought leaders at an event chaired by the President of Uruguay.

Other efforts implemented within the wide scope of Outcome 2 and Outcome 3 included a range of capacity strengthening and advisory services in which UNOSSC engaged as a leader or contributor to wider UN or MS initiatives and dialogue platforms. Such efforts ranged from organization of trainings and workshops, policy dialogue events and other efforts targeting various groups and themes (including, but not limited to the youth, green agenda, regional cooperation initiatives, etc.). Two important flagship projects and initiatives were in focus of UNOSSC throughout the reporting period. The first flagship activity was the “Youth4South: Advanced Young leadership Programme” in collaboration with various institutional partners, including the United Nations System Staff College (UNSSC), UNV, UNFPA, FAO, IFAD, WFP, China Institute for South-South Cooperation in Agriculture (CISSCA), IsDB, SESRIC of the OIC and the World Bank. This initiative included (a) capacity development; (b) fellowship and scholarship; and (c) entrepreneurship interventions engaging young professionals and officials from developing countries in Africa, Asia, Arab States, and Europe and CIS regions. Since 2020, Youth4South continued to focus on the three service pillars; however, with the outbreak of COVID-19, in-person activities were rescheduled, and some were conducted online. However, COVID-19 adjustments in the work and activities within „Youth4South” lead to new segments of the project in 2021. For example, under the Youth4South initiative, UNOSSC and the International Centre for Genetic Engineering and Biotechnology (ICGEB) launched the EMPOWER Fellowship to support early-career female scientists from the Global South to exchange and perform research work in biotechnology and related fields, including COVID-19-related research (infectious diseases and non-communicable diseases), sustainable and effective agriculture, industrial biotechnology and renewable energy. Through high-level events UNOSSC managed to emphasize the aspect of social businesses and youth in the post-COVID-19 era.

Another major line of work of UNOSSC in the period between 2018 and 2021 was the SSTC Silk Road Cities Project, which was started in 2018 under the framework of the “Belt and Road initiative” and continued to grow and produce valuable results throughout the reporting period. Several new municipality governments from Asia, Africa and Central Asia were included into the initiative resulting in a huge increase of number of municipalities with a total of 79 cities/institutions that were registered on the South-South Cities Clusters platform by the end of 2021.

The Cities Project made significant progress towards establishing thematic clusters of cities, implementing demand-driven pilot projects and building the capacity of Southern countries. Responding to the demands of Southern countries, three pilot initiatives were launched with United Nations specialized agencies to advance South-South cooperation on the ground. Those projects included for example sustainable waste management in Koidu, Sierra Leone, with UN-Habitat; sustainable tourism recovery and heritage preservation in Mexican World Heritage cities with UNESCO; and sustainable agriculture and value-chain development in Khajura, Nepal, with WFP. The Cities Project launched and operationalized an additional four thematic clusters of cities using virtual space on South-South Galaxy, covering themes such as sustainable tourism, waste management, green cities, disaster and risk reduction, and sustainable agriculture value-chain development

Besides, UNOSSC engaged with the World Green Economy Organization (WGEO) in a number of activities over the period between 2018-2020 aiming to develop capacities of the national focal points on SSC and decision-makers in coordination of development cooperation within the scope of green economy. Besides, regional offices organized and/or provided tailor-made and demand-driven support services for the UN Country Teams and the Government Focal Points on SSC, promoting wider engagement of private sector, youth and other stakeholders in SSC and disseminating South-South policies and programmes among sub-regional and regional institutions.

Review of these initiatives shows that, while these initiatives are meant to be catalytic for SS partners to follow up and deepen, with UNOSSC’s role to facilitate and enhance connections, so they did not

include clear sustainability measures. Due to this, many of them have been one-off interventions which were not always consistently followed-up by partners.

2.2.3 Main findings on UNOSSC performance under Outcome 3

Outcome 3: South-South and triangular cooperation partnership initiatives and demand-driven programmes facilitated to address sustainable development needs of developing countries.

Finding 15. UNOSSC has successfully mobilized resources to support SSTC initiatives, considerably increasing resources during the SF 2018-2021, particularly through UNOSSC managed Trust Funds, but streamlining could be enhanced.

Throughout the reporting period UNOSSC continued to serve as a management organization for four funds including: the Pérez-Guerrero Trust Fund for South-South Cooperation (PGTF), United Nations Fund for South-South Cooperation (UNFSSC); the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund); and the India-UN Partnership Development Fund (India-UN Fund). All these funds function as mechanisms for supporting economic and technical cooperation among developing countries. UNOSSC invested considerable efforts in managing the Trust Funds and providing them with high visibility and aiming at inspiring Member States to sustain, expand or initiate contributions to South-South cooperation. Continuous efforts resulted in UNOSSC Trust Funds reaching their largest scale to date in 2021. Through over 60 projects, the Trust Funds directly supported 51 countries across the Africa (15), Asia and the Pacific (15), Middle East (1), Europe (1), and Latin America and the Caribbean (19) regions, contributing to the attainment of the SDGs. Figure 4 brings the Trust Funds budget breakdown by sources, status (completed or ongoing), top 5 thematic areas of the projects funded and distribution by region.

Figure 5. Breakdown of non-core resources mobilized through the Trust Funds managed by UNOSSC



An important share of survey respondents (64%) indicated that UNOSSC has contributed to tangible outcomes in terms of forging partnerships, demand-driven programmes, and mobilizing resources (34% to a very great extent, 25% to a great extent and 25% to a moderate extent). UNOSSC has mobilized more than \$84 million of non-core resources, exceeding its initial target of \$50 million in

almost 170%. Funds have been mobilized mainly through UNOSSC managed Trust Funds and delivered under outcome 3²⁸.

The India-UN development Fund (launched in 2017) represents the greatest achievement in terms of resource mobilization during 2018-2021, as the Government of India committed a total of \$150 million over 10 years for this Fund²⁹, with \$65m contributed to date.³⁰ The pledge has allowed UNOSSC to scale substantially its support to SSTC initiatives, since it allowed 50 additional million-dollar on-going projects per year³¹.

Trust-Funds are acknowledged for their alignment with SSC principles, being demand-driven, government led, aligned with SDGs and with no conditionalities attached. Trust Funds resources have been assessed as being catalytic, since they provide relevant resources to trigger development solutions and also stimulate interest on SSC at country level. Finally, they are seen as important to diversify UN entities' partnership-base. The exception being the Perez-Guerrero Trust Fund, which has been assessed as providing relatively small funding compared to the administrative work required.

Overwhelmingly, stakeholders interviewed praise UNOSSC performance as the Trust Funds' Manager and Secretariat to the Boards. Efficiency, agility, knowledgeable inputs and assurance of SSTC principles are key qualities recognized by Member-States as UNOSSC value-added as Secretariat. Survey results indicate that 58% of respondents praise UNOSSC efficiency in managing Trust Funds (35% an above average amount and 23% about an average amount), while 16% do not find UNOSSC efficient in this dimension and an important 25% was not sure.

A major challenge flagged by Member-States and UN entities is that funds are not widely known and procedures to access funds, as well as selection criteria, are not clear and straightforward. It is worth noting that UN entities are not intended beneficiaries of, or eligible to apply for, UNOSSC managed Trust Funds. Following SSC principles Trust Funds are meant to be based on Government-to-Government relations, nationally and demand-driven. However, although diverse stakeholders acknowledged that UNOSSC is willing to provide information on demand, data collection shows that a common understanding of the processes and expected role of each part is missing. Also, although diversification of grants has been widened within the SF 2018-2021 timeframe³², trust funds lean towards UNDP has been raised as red flag.

Finding 16. UNOSSC is recognized by its strong capacity to build partnership. However, there is room for improvement regarding its portfolio of partnership agreements as well as further unfolding multistakeholder and triangular approaches.

Partnerships is the one of the core pillars of UNOSSC work, embedded transversally in all outcome areas. As mentioned in many instances throughout the report, the roll-out of UNOSSC SF 2018-2021 fully builds upon a diverse array of partnerships and UNOSSC's positive role in forging partnerships to

²⁸ UNOSSC has delivered 50% of the \$84 million mobilized, being 94,3% under outcome 3. (Data provided by UNOSSC to the evaluation)

²⁹ \$50million under a separate Commonwealth Window, \$14 million earmarked for countries of the Caribbean Community (CARICOM) and \$12 million for Pacific Island Developing States.

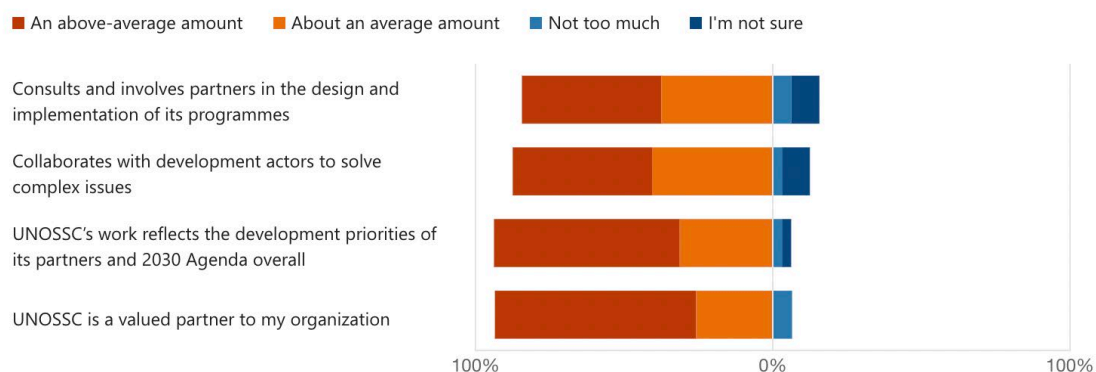
³⁰ Data provided by UNOSSC to the evaluation

³¹ Projects supported by TF are multi-year.

³² In 2017, 65% of Trust Funds resources were channelled through UNDP. By 2021 this percentage has decreased to 48%. This translates into an increase of resources channelled through other UN entities from \$1.8 million allocation in 2017 to \$33.7 million in 2021. Additionally, 9 new UN entities have added to pool of grantees during the period. (Data provided by UNOSSC to the evaluation)

support SSTC is an overall consensus among multiple stakeholders. Survey respondents backup such assessment as it can be seen in Figure 7.

Figure 6. Survey respondents' perception on UNOSSC capacity to build partnerships



Still, the evaluation assessed improvement areas in that dimension. Within UNOSSC work-programmes it has been noted that despite the great number of MoUs signed between UNOSSC and different stakeholders (over 140), not all of them have produced joint-efforts and many are imprecise regarding resources or lack concrete work-plans. Stakeholders have mentioned that the alignment of the agreement's portfolio and UNOSSC programmatic objectives are not entirely straightforward. This has also been raised by the MTR which assessed that "It is perceived that these agreements in general cannot become fully operative with the capacity and resources UNOSSC has at the moment as well as due to a want for integrated programmatic planning needed to implement the activities potentially originating out of these memoranda in an integrated results-oriented synergistic manner."

On a different note, stakeholders have also raised expectations regarding UNOSSC's role in further supporting multi-stakeholders and triangular partnerships. This has been highlighted as a major pressing issue considering current financing for development challenges and uncertainty, including UN entities' challenges on diversifying their partnerships-base and funding mechanisms. Besides the Global Thinkers as a flagship initiative of engaging with non-state actors, particularly think-tanks, there was a common assessment among stakeholders consulted that engagement with the private sector and civil society is still in its very early stages and more comprehensive efforts are needed in that regard. Triangular cooperation approaches have also been raised as an important gap, both in terms of advancing in knowledge generation and forging partnerships, confirming what had been previously assessed by the MTR, which had as a recommendation "Update concepts and Office agenda in order to include Triangular Cooperation fully".

BAPA+40 highlighted the importance of mechanisms for greater participation of private and business sector in SSC and stakeholders consulted have emphasized that efforts in that sense are still lagging behind. For UN entities, SSC engagement with private sector and IFIs is still incipient and more guidance and engagement from UNOSSC in this dimension are expected, in terms of providing frameworks to clarify possibilities going forward. Questions raised are around what kind of private sector would be willing to engage, for what purposes, and how it could be engaged? Stakeholders have expressed their expectation on UNOSSC support in identifying and publicizing information on SSC funding opportunities, as well as increased advocacy with Member States to secure funding at country level for SSTC.

As summed by one survey respondent:

“Multistakeholder partnerships and triangular co-operation significantly increased their role and value in the development co-operation landscape in the past years. UN member countries would greatly benefit from UNOSSC engagement and support for these modalities. The office could increase its efforts and commitment with partners beyond the global south - engaging more with developed countries and multilateral development banks to promote their important role in facilitating and increasing financing for triangular co-operation, as well as increase engagement with non-state actors (especially civil society and the private sector).”³³

Strengthened mechanisms for outreach, advocacy and strategic communication between UN entities and MSs

Finding 17. UNOSSC's mechanisms for outreach, advocacy and strategic communication between UN entities and MSs has progressed over the reporting period. Major boosts included the launch of the Galaxy and the UNOSSC communication strategy and standard operating procedures (SOPs).

Document review and stakeholder interviews showcase UNOSSC continuous efforts to engage United Nations organizations and Member States through various mechanisms (policy events, global and regional dialogue, joint-projects, Expos, and notably Galaxy). UNOSSC was also actively engaging and cross-pollinating through traditional and social media channels to widely share relevant information and strategic messaging in the respective focus areas of all partners. UN entities, in particular, have strongly commended communication improvements and recognize UNOSSC added-value in reaching high-level decision-makers and fostering visibility of UN support to SSC.

In an attempt to further strengthen and streamline mechanisms for outreach and advocacy as well as for the strategic communication, UNOSSC launched an enhanced Communications Strategy for the period between 2019–2021 aiming at leveraging both traditional and innovative, interactive electronic tools, such as social media, to share compelling stories and promote interaction among stakeholders. Emphasis has been placed on advocating for the role of South-South and triangular cooperation in the achievement of the 2030 Agenda; articulating the UNOSSC policy, mandate and core areas of work; and positioning the Office as a facilitator of partnerships to increase the understanding and visibility of practical expressions of Southern solidarity. Within the framework of the strategy and the SOPs, more systematization of strategic messages and results was possible, ensuring enhancement of coherence and consistency of messages around policy support, programmes, knowledge and trust funds. Over the reference period, UNOSSC's main web portal steadily increased the number of page views from 48,000 in 2018 to 120,000 in 2019, 286,885 in 2020 to over 350,000 in 2021. The number of social media followers increased by over 100 per cent in the same period across platforms. Those results were possible through regular collaboration with the United Nations Department of Global Communications and the UNDP communications team.

2.3 SUSTAINABILITY

EQ 6. Extent to which the achieved results by UNOSSC under the SF are sustainable.

Finding 18. UNOSSC's contribution to the strengthening of multilateral policy making processes to advance Southern interests has been effective and brought the new momentum for South-South cooperation, in particular in light of the BAPA+40, the System-Wide Strategy, and other high level policy dialogue events. These policy fora provide strong and sustainable inputs and framework for further SSC efforts. However, UNOSSC's

³³ Survey respondent

contribution to the enhanced coherence and coordination of UN support is still work in progress and depends on a number of issues, many of which are beyond realm of control of UNOSSC.

There is ample evidence of UNOSSC's contribution to bringing new momentum for multilateral policy making processes and advancement of Southern interests and development agenda, in particular through its work ahead, during and following up to the BAPA+40 conference. The organizational demands for the conference have been huge, and its successful organization positioned UNOSSC as a strategic player in multilateral processes regarding South-South cooperation – as confirmed by interviewed stakeholders. The Outcome paper (resolution) that was adopted provides a new momentum for South-South cooperation and dialogue in the SSC field. However, as noted in analysis above, the materialization of follow up activities and keeping the momentum of BAPA+40, especially in light of the current geo-political and post-pandemic context has been raised as a significant challenge going forward. This challenge is beyond control of UNOSSC, but demands ongoing consideration in UNOSSC restructuring agenda.

UNOSSC's work was instrumental in support to the System-Wide Strategy, which presents the foundation for conceptualizing the coherence and coordination among UN Agencies regarding SSTC within the wider Agenda 2030 framework. However, as noted above and in analysis under Outcome 3, System-Wide Strategy roll out is yet to be operationalised, which presents an outstanding area for engagement.

Finding 19. UNOSSC's investment in evidence and knowledge generation has been extensive, contribution to expansion of the body of knowledge on SSTC by bringing different stakeholder perspectives. However, UNOSSC could have done more to incentivise and mobilise content owners of such knowledge products to keep updating them and to also lead to more sustainable efforts and mutual learning.

As detailed in Effectiveness section above, UNOSSC has invested extensively in supporting evidence generation and knowledge building on SSTC as a whole and also in gathering good practices that can be used to cross-fertilise innovative approaches and working methods. Establishment of the Galaxy has boosted and systematised the data availability and accessibility, and is assessed as one of the most important UNOSSC contributions to the SSTC. Besides, engaging think tanks and CSOs in data and analysis generation efforts has brought important alternative views on SSTC and also on various practices that can be leveraged in SSC. However, document review and as corroborated by interviewed stakeholders the evidence and knowledge generation efforts are still fragmented and siloed, without much cross-fertilisation and mutual leverage. The breadth of UNOSSC engagement with so many various stakeholders from different realms (MSs, UN Agencies, think tanks and CSOs, development partners) leaves little resources left to ensure deeper interconnection and mutual utilisation of produced evidence. This diminishes the potential intersections, mutual learning and possibility to build wider picture of SSTC potentials, challenges and dimensions. As such, this affects sustainability of built evidence, which remains time-bound and with need to be constantly updated and upgraded.

Finding 20. Sustaining and moving forward the results achieved within this SF framework depend on UNOSSC's ability to effectively engage with global partners from different domains.

UNOSSC's decentralised structure with HQ and three ROs has been quite conducive to maintain dialogue and push forward policy debate and partnerships and knowledge sharing globally and across the regions. According to feedback from most stakeholders, this regional outreach helped further elaboration of the policy agendas and goals in intra – and cross- region exchanges, knowledge sharing

and various regional initiatives as detailed in Effectiveness section above. Across all targeted regions, deeper links and awareness of the potential of SSC have been reported and attributed to RO efforts in particular. The ROs were also assessed to contribute to bringing in regional perspectives and evidence informing initiatives within UNOSSC and by other related stakeholders (MS, UN entities and development partners). Stakeholder interviews raised the threat that current restructuring of UNOSSC whereby the ROs will be abolished and all work will be centralised in New York will diminish and lose all these efforts. This is assessed also as a potential threat of losing on the essence of SSC by UNOSSC's position centrally in New York, with implications ranging from operational challenges (e.g., participation in events and meetings hampered by multiple time zones) to substantial ones, on how to ensure bold understanding of regional processes and timely engagement with regional institutions.

Review of Trust Fund project documentation and their available evaluations shows that the delivery of results (output level) of projects have in most cases been positive. Some weaknesses were noted in the extent to which project results were sustainable and were able to promote SSC, as well as efficiency (inter alia, due to delayed receipt of funding).

2.4 EFFICIENCY

This section presents the main findings pertaining UNOSSC's management and coherence of its services and work programmes implemented within the scope of the SF 2018-2021. For the reason of better consolidation of findings, the EQ 3 which was originally placed under relevance was moved under this section.

Extent to which the implemented work-programmes and services through UNOSSC Headquarters and Regional Offices are clear, coherent and relevant to fulfil UNOSSC's mandate (EQ 3)

and

EQ 7. Extent to which the SF enabled the UNOSSC as a more agile and innovative office to deliver and accelerate progress towards the planned goal, outcomes and outputs

and

Extent to which the internal environment (organizational setting and incentives and business models) made UNOSSC more fit for purpose and aligned with SSC principles and TrC approaches (EQ 8)

Finding 21. Coherence of work-programmes and services through UNOSSC Headquarters and Regional Offices is insufficiently developed and is characterized by stove-piping and programmatic silos.

As mentioned previously, during the reference period of the evaluation, the UNOSSC's structure included the HQ in New York and three Regional Offices based within UNDP Regional Service Centres³⁴. Each regional office has its set work approaches (e.g., pooling resources; offering advisory, programme, knowledge and operational services to the different countries in the respective regions) towards fulfilment of the regional dimension of South-South cooperation. The breadth and depth of their engagement has varied, depending on the needs and priorities. Document review showed that a regional office for Latin America and the Caribbean, was never created. Stakeholder interviews pointed that the office was not created due to lack of resources, though many stakeholders, particularly from the Latin-American and the Caribbean region noted that a regional office would have been useful. Within HQ, there is a rather small team (for such ambitious portfolio) which works on their specific components. Document review and stakeholder interviews point to rather siloed approach to implementation of UNOSSC's intervention areas and thematic stove-piping, without sufficient efforts to seek and promote synergies and cross-sector fertilisation and coherence. The evaluation collected a number of factors affecting the results in terms of ensuring internal coherence, notably finance and human resource challenges and internal communication challenges. Specifically, financial and human resource limitations were considered in the documents and as corroborated with interviewed stakeholders as the main challenge. The office received limited funds for its operations (app. 6 million USD/annum for staff and initiatives, outsourced consultants, etc.), which does not leave much room for manoeuvre, particularly in light of such a widespread office portfolio and ambition and office structure and types of engagement.

The budget limitations also affect the human resource possibilities. The findings of this evaluation echo the finding of the mid-term review which found that the staffing is insufficient for the Office to implement the plans it needs to implement. The office also encountered some staff turnover which

³⁴ Regional Offices in Addis Abba (Africa), Istanbul (Arab States, Europe and the CIS) and Bangkok (Asia and the Pacific).

further affected the institutional memory and the silos within the office. The team for each thematic component is very small (sometimes one person leading on implementation of big portfolios, as in the case of the Knowledge Team, although supported by consultants) which means that all office administration, thematic focus and engagement, liaison with regional offices, etc. needs to be done (vertical and horizontal management and liaison). This takes a lot of efforts and time, limiting the possibility to invest in cross-sector exchange and seeking synergies, as emphasized by interviewed stakeholders. This brings us to the second challenge mentioned above, pertaining to weaknesses in terms of internal communication. This challenge has been viewed as critical by most interlocutors, and viewed to come due to huge portfolios which demand time and efforts of already thinly spread resources. Communication between the HQ and regional office was also characterised as not always optimal, with at times fragmented or partial information, which at times meant that regional offices were not fully in the loop on initiatives or interventions. Another reason for internal communication challenge comes from a rather hierarchical structure which demands vertical communication and reporting line, which in its essence prevents horizontal communication and cross-fertilisation. The COVID-19 pandemic and related restrictions also affected the extent to which communication and collaboration could be strengthened between HQ and regional offices, due to lack of travel and work from home, as emphasised by stakeholders.

The siloed approach to its work programmes also affected UNOSSC line of communications with partners. UNOSSC, through its various works streams, ends up engaging with Members States and UN entities at different levels, and the importance of clarifying lines of communication was highlighted. With MS, UNOSSC works both with diplomatic bodies and permanent missions, as well as development cooperation units. Within the UN, UNOSSC engages both with SSC units at HQ and Country Offices.

In recognition of silos, the Office undertook some efforts to develop the Communications Strategy 2019–2021, which seems to have yielded results as multiple stakeholders have recognized UNOSSC communication has improved. During the SF 2018-2021 UNOSSC also advanced in implementing Standard Operation Procedures, as well as developing a Partnership and Resource Mobilization Strategy as means to enhance coordination and openings for synergies. The Office also integrated positions of communication specialist, partnership analyst, fund administration specialist, result management specialist, as well as integrating JPOs and interns to help out with some day to day activities. Partnerships with MS have been established to facilitate secondments to support Regional Offices. However, these strategies and measures are slow in producing needed results in terms of enhanced synergies and coherent approaches.

Another interconnected reason for increasing challenges to coherence (and efficiency) is the continuous restructuring of the office and related uncertainty among the staff. At the time of the finalization of the primary data collection for this evaluation, the new major Office restructuring was underway, responding to the 2020 audit recommendation on reviewing the organization structure and working environment, which brought another turmoil across the structure. It is yet to be seen how this will affect the coherence and synergies.

Due to these factors, the office coherence is suboptimal, as also confirmed from the review of the deliverables. Document review shows internal communication gaps; fragmentation and lack of clear division of labour, roles and responsibilities; and lack of cross-fertilisation and leverage between for instance research products and other delivery areas for the Office. Interviewed stakeholders from thinktanks and MSs mentioned that they do not see at time sufficient information sharing or utilisation of produced research in policy advisory or informing MS or regional/global South-South exchanges. In fact, as assessed by the evaluation, the 2022 report will be the first one to incorporate analytical inputs from the Global Thinkers will be fed into the Secretary-General's report. It is also the first year when

consultations with the Inter-Agency Mechanism to draw strategic recommendation were held. UN entities also noted that beyond the Inter-Agency Mechanism and UNOSSC management there was no clarity on what were the entry-points to engage with UNOSSC.

There is also some fragmentation and stove-piping between policy work done by the HQ and the work implemented by the regional offices, that affects cross-fertilisation. The evaluation captured certain level of frustration around the lack of opportunity to bring good collaboration examples and good practices from the regions to the HQ level. This confirms the MTR finding that there has been a “shortage of full interaction of results in overlays between the work of the more territorial offices and the work at headquarters, insufficient conceptual unity, as well as internal overlaps at times”³⁵. Despite the fact that the MTR raised these issues, no strategic follow up on this was made. As per stakeholder interviews, the current office restructuring is adding to the challenges in the short term; but this evaluation is not in position to provide insights into the process due to its thematic and temporal scope.

Finding 22. UNOSSC is a highly efficient unit with in-built important operational efficiencies. One of the drivers of efficiency is the staff commitment and efforts, despite their overwhelming portfolios both at HQ and RO level. However, clarity of its institutional positioning and relationship with UNDP is mostly missing.

Despite the challenges mentioned in finding 19, SF 2018-2021 has been efficiently delivered. This is illustrated by a high-number of achieved outputs across all outcomes, as corroborated by stakeholders, who acknowledge UNOSSC team’s efficiency.

In terms of delivery, UNOSSC delivered a total of \$56,6 million, distributed between outcomes as shown in figure 7³⁶. Outcome 1 takes 38,4% of regular resources (core), while Outcome 2 and 3 take up 37% and 24,6% of core respectively. On non-core resources, Outcome 1 takes 2,6%, while Outcome 2 and 3 takes up 3.1% and 94,3% respectively. As the major source of non-core resources, budget allocated through Trust Funds managed by UNOSSC totalled USD 77.75 millions, representing 92% of total non-core resources mobilized, which amounted \$ 84.15 million³⁷, 3 times the amount of non-core resources mobilised during the previous cycle (\$28mi)³⁸. The ratio between planned and implemented budget allocation is above 99% for institutional budget and core programming resources³⁹. Regular Programming resources allocation across outcomes has been implemented as initially planned, with less than 3% variation between planned and implemented. As per February 2022, UNOSSC had a surplus of around \$4,7mi for the next cycle programming, plus \$37,5mi on Trust Funds⁴⁰.

Figure 7. SF 2018-2021 delivery per outcome broken down by core and non-core resources

³⁵ Mid Term Review of UNOSSC’s Strategic Framework (2018-2021), p. 39

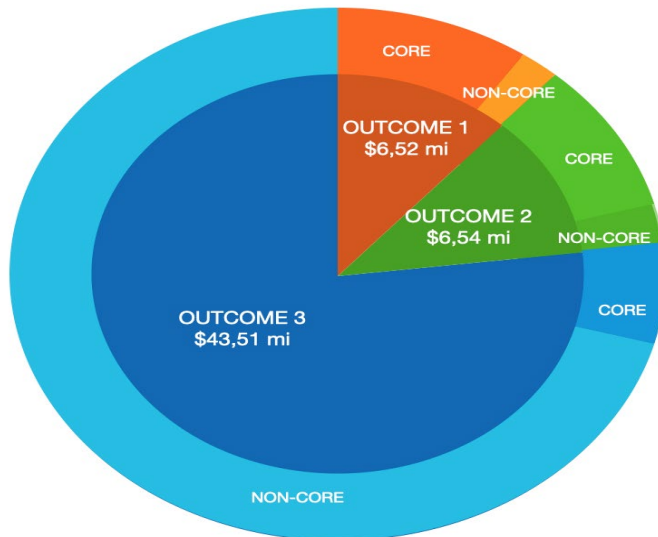
³⁶ Information provided by UNOSSC as of February, 28th 2022

³⁷ Information provided by UNOSSC

³⁸ UNOSSC (n/d) Final evaluation of the performance of the United Nations Office for South-South Cooperation under its strategic framework, 2014-2017, in light of the adoption of the 2030 Agenda for Sustainable Development

³⁹ 100% for institutional budget (staff) and 99% for core programming resources.

⁴⁰ Considering the difference between total resources mobilized for SF 2018-2021 (core and non-core) and actual delivery.



When it comes to Trust Funds, Maintaining the current resource mobilization level to SSC Trust Funds was also assessed an important area where UNOSSC will need to invest in outreach to global partners. Trust Funds have been assessed as an opportunity to support piloting SSC innovations that unfold the multistakeholder approach to SSC. Most of the existing UNOSSC managed Trust Fund resources are earmarked. Review of documentation and stakeholder interviews raise the need for UNOSSC to review current practices related to costs recovery in the trust management in order to keep its current level support.

One of the drivers of efficiency is UNOSSC team’s commitment and efforts to deliver results within their often overwhelming portfolios both at HQ and RO level. This however also affects the silos, as teams are focusing on ambitious agendas in their own field. Interviewed stakeholders also praise diversity of UNOSSC’s team, which per feedback reflects the diversity of the South and is thus helping to promote the principles and vision. Stakeholders also view the team as open and collaborative, which is perceived as driver of Office’s positioning and results.

The SF 2018-2021 implementation period saw improvements in terms of audit report results, with overall audit rating improving from ‘unsatisfactory’ to ‘partially satisfactory/some improvements needed’⁴¹. The office introduced the Results-Based Management function and advancements in terms of integrated and multipurpose reporting, enhanced business integration with UNDP and enhanced internal control frameworks. Financially, UNOSSC has more than doubled its delivery, notably on account of mobilised resources through Trust-Funds. However, this increase did not go with correspondent increase in staffing, which has been reported as a result of efficiencies built into UNOSSC operations. However, the spreading of resources too thin has been visible, as noted in this report. The 2020 audit report noted satisfactory performance on the monitoring and using financial resources, managing risks of financial loss and maintaining accurate accounting records.

Multiple stakeholders expressed lack of clarity concerning UNOSSC positioning within UNDP and the functional relations, accountabilities and report lines. As an Office hosted and funded through UNDP, which on its turn also has a mandate on SSC, there are many areas of joint work between UNOSSC and UNDP beyond operational and programmatic dimensions, but also at policy level (e.g., UNOSSC

⁴¹ UNDP (2020) Audit of United Nations Office for South-South Cooperation. Report No. 2214 Issue date: 11 December 2020.

UNDP (2016) Audit of United Nations Office for South-South Cooperation. Report No. 158 Issue date: 24 February 2016 (Updated: 2 May 2016).

documents clearance by UNDP). Stakeholders have assessed coordination at all levels as a suboptimal. This challenge had been identified in the 2016 and 2020 audit reports. The latter recommended developing a UNOSSC-UNDP cooperation framework and joint workplan, which could not only address existing bottlenecks but also support communication efforts towards enhanced transparency. As one interviewee summarized:

“(UNOSSC) set-up requires consciousness of its limits and opportunities and that needs to be transparently communicated”

2.5 ADAPTABILITY

Extent to which UNOSSC has been able to respond and adapt to changing context, including COVID19 breakout?

Finding 23. UNOSSC has been quite adaptable to changing contexts and emerging needs. UNOSSC managed to maintain SSC momentum despite COVID-19 restrictions. However, COVID-19 travel and in-person interactions created further barriers to overcoming programmatic silos.

UNOSSC’s work happens in a rather dynamic contextual environment, demanding continuous adaptation and adjustment of approaches, messages and interventions – and UNOSSC is generally assessed to being a rather adaptable and agile entity. The major global emerging needs and change marking the period of SF 2018-2021 implementation was COVID-19 which influenced majority of interventions implemented since the beginning of 2020. Following the set of very ambitious initiatives and events in the first period of SF implementation, the outbreak of the Covid-19 made certain adjustments necessary, in particular when it comes to in-person encounters, which prompted UNOSSC to shift its engagement online, to ensure continued engagement despite restrictions.

UNOSSC managed Trust Funds have adapted to COVID-19 considerably. Overall, they responded to the COVID-19 pandemic by supporting 20 countries’ government to strengthen COVID-19 prevention and protection measures⁴². India-UN Fund supported 15 countries through a broad range of interventions: social protection programmes and cash transfers, digitalization in schools and education, economic stabilization and digital solutions for micro- and small enterprises, and purchases of medical, health and personal protective equipment amounting to \$13 million. The PGTF approved two initiatives facilitating cross-border higher education in the COVID-19 context and joint research on COVID-19-related aspects of animal and human health.

The COVID-19 period also opened new avenues for work and engagement as well as reported by UNOSSC and confirmed by external stakeholders. In 2021 UNOSSC organized trainings on South-South cooperation of cities in disaster risk reduction for COVID-19 together with the United Nations Office for Disaster Risk Reduction, and WHO Global Emergency and Trauma Care Initiative. Almost 3,000 participants from 1,100 cities in 155 countries/territories received trainings and 1,411 passed the final

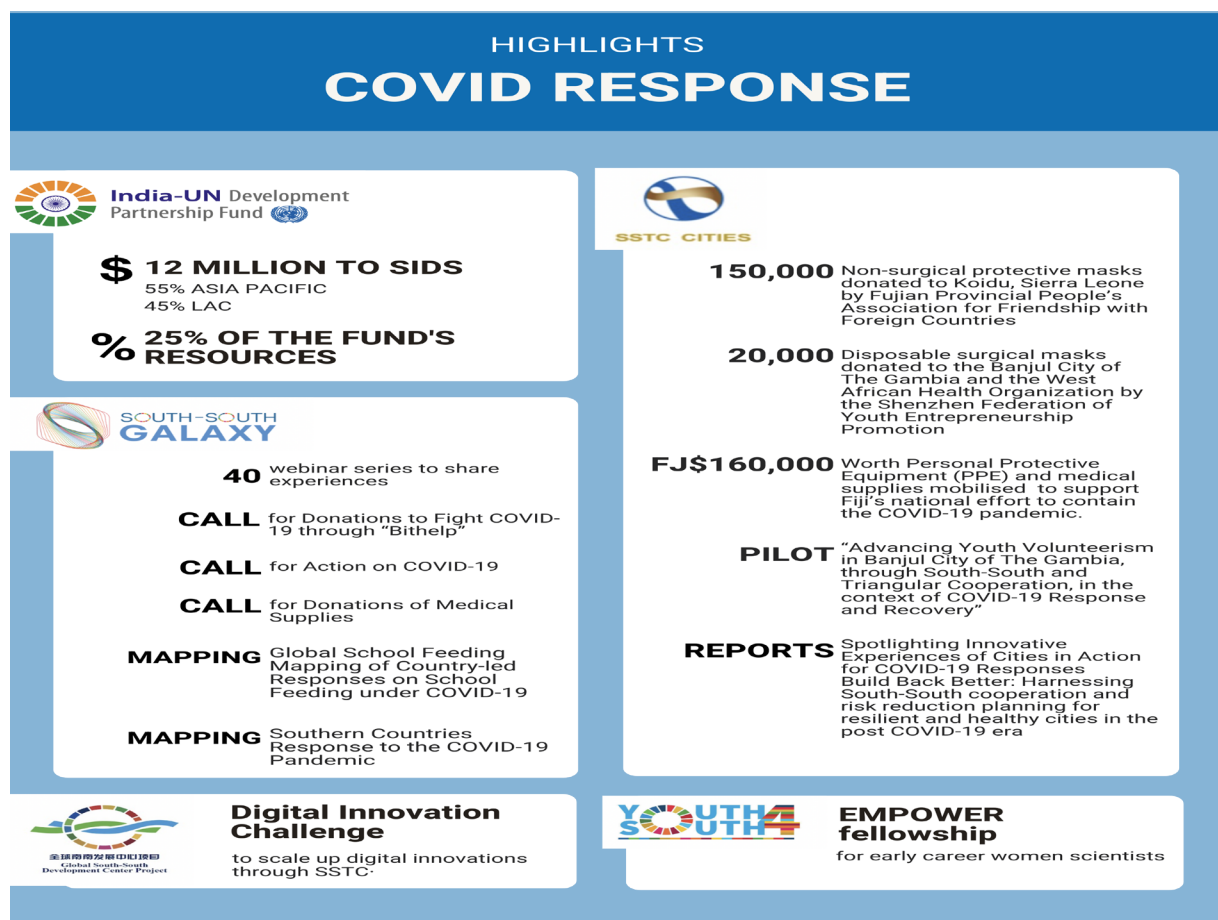
⁴² These include rehabilitation of health centres, procurement of medical equipment kits and supplies, capacity building of health workers, and social protection to vulnerable households. For example, 267 individuals (61% female) in Antigua and Barbuda received cash transfers to mitigate the impact of the pandemic; 3,221 men, women, boys, and girls in Saint Lucia were ensured access to food and other essential needs for 3.5 months; 3 community health centres were rehabilitated in Palau; a hospital waste management system, a mobile/portable mortuary equipment, and 150 medical equipment kits for the management of COVID-19 patients were provided to Nauru, the first four of 10 ambulances were provided in Papua New Guinea, 20 patient monitors, 7 electrocardiogram machines, 10 delivery beds, have been provided to Belize health system. Source: UNOSSC (2021) Annual Reporting. Functional Team South-South Trust Funds Management

assessment and obtained certificates on the topic. Besides, UNOSSC managed to provide ad hoc support for vulnerable populations. One example is the donation of 2.45 million masks and 20,000 protective suits to support five developing countries and the Africa’s Centres for Disease Control and Prevention within COVID-19 response efforts in 2021. On a different note, stakeholders have also mentioned that UNOSSC has been less engaged in supporting global south in concerting efforts to spearhead South-South solidarity, for instance those related to the donation of vaccines and respirators.

In contribution to global evidence and knowledge generation on impact and response to COVID-19, UNOSSC also conducted a mapping of Southern Response to the COVID-19 Pandemic. The Galaxy came in handy for such mapping exercise, providing for a dynamic repository of efforts in addressing the pandemic and enable countries to quickly access information, compare practices, and learn from one another through South-South knowledge exchanges along with overview of official donation platforms established by governments, as reported by UNOSSC and confirmed by some MS and UN entities.

Internally, COVID-19 pandemic and related restrictions were assessed to have further contributed to programmatic silos. The lack of in-person exchange which, even before COVID-19 was not so regular, was impossible and the team has engaged in online exchanges. Most UNOSSC staff noted that this did not create significant changes to their communication routines but still affected the extent to which they could communicate and break the silos by deeper exchange and consultations.

Figure 8. Highlights of UNOSSC response to COVID-19



3 Conclusions and recommendations

3.1 CONCLUSIONS

Relevance and coherence

C1: UNOSSC's strategic directions of investing in the policy arena through brokering partnerships and knowledge generation and sharing, as well as direct financial support to delivery of SSC projects through Trust Fund management have been highly appropriate and remain so in light of SSC developmental agenda, in light of geo-political and socio-economic challenges and possibilities. UNOSSC is positioned as a key actor in leading and convening SSC delivery and promotion interventions, which are aligned and contributing to global South-South priorities, and responsive to priority needs. UNOSSC has provided relevant support to a diverse range of interventions and initiatives, which helped promote and bring forward SSC spirit and vision. Nonetheless, the shift from discrete siloed thematic interventions towards more integrated strategically coordinated programming has not yet materialized; in fact, synergies among thematic interventions were not systematically built and implemented across the reference period. Gender mainstreaming into UNOSSC institutional and programmatic interventions has been identified as a remaining gap from previous assessments.

Effectiveness and sustainability

C2: UNOSSC's delivery of expected outputs has been mostly effective. UNOSSC has successfully maintained policy momentum and promotion of SSC through organising high level policy dialogue events, partnership building, trust fund management, as well as evidence and knowledge generation and exchange of information regarding SSC, albeit to a lesser degree of the triangular cooperation. UNOSSC fostered information exchange, conceptual debates, capacity strengthening, knowledge management through different support approaches, mechanisms and events, leading to wider partnerships and concepts of SSC. Resulting policy level documents, such as the BAPA+40 outcome document and conclusions from other important high level policy dialogues ; the System-Wide Strategy and related outputs have fostered SSC concept and strategically positioned UNOSSC as convener and driver of SSC within the UN-System. Resource mobilization for UNOSSC managed Trust Funds represents a great achievement during the SF 2018-2021, allowing UNOSSC to scale substantially its support to SSTC initiatives. UNOSSC's efforts to generate evidence and knowledge on innovative methods and good practices for utilization by countries in their efforts to realize their shared aspirations for achieving sustainable and equitable development resulted in a huge repository of knowledge, hosted at Galaxy and made available also in interlinked UN Agencies and other platforms. UNOSSC has also advanced with high-quality research on priority issues for the Global South, through the GCTTN and other UNOSSC commissioned efforts. However, available knowledge is not yet sufficiently interconnected and synthesized, due to a lack of more systematic efforts to cross-fertilise and provide meta-analysis and synthesis of available knowledge. This presents a weakness in terms of maximizing the potential of cumulative knowledge bringing together insights and contributions by a variety of actors from the wide spectrum of engagement in SSC (MS – civil society – UN entities – development partners).

C3: The sustainability of achieved results is fragile. The promotion and impetus towards deeper SSC are work in progress and requires time and continued efforts and leadership to move forward its transformational potential when it comes to contribution to desired outcomes and impacts. The results delivered within this cycle of UNOSSC SF 2018-2021 have strongly contributed to UNOSSC's position to lead in this field and implement its mandate towards promotion of the principles of South-

South cooperation, but have yet to transform into more sustainable systems and partnerships. Due to the sharp increase in resources mobilised through Trust Funds during the cycle analysed, maintaining UNOSSC current level of support and resource mobilization to SSC Trust Funds is a major area for institutional investments. UNOSSC's work and achievements open the door for opportunities to capitalize on achieved results and its strategic position. The current restructuring of UNOSSC is currently seen as a potential risk for the office to continue its positive delivery trend and to lose momentum of promotion and convening power, in particular in light of abolishment of ROs.

Efficiency

C 4: UNOSSC has been efficient in delivering the SF 2018-2021, including through addressing important operational issues that enhanced internal control and financial efficiency but suboptimal organizational arrangements hindered coherent performance. UNOSSC has efficiently delivered planned outputs across all outcomes and has considerably increased resource mobilization to SSTC initiatives, particularly through Trust Funds. Important improvements have been identified in terms of operational and financial procedures which were important to support the increasing delivery levels of UNOSSC, both in terms of resources and outputs. However, the siloed approach of UNOSSC work-programmes, lack of synergies across teams and levels, compounded with staff turn-over have hindered a more coherent performance. Additionally, coordination with UNDP has been recognised as a previously identified bottle-neck which has not yet been fully addressed.

Adaptability

C5: UNOSSC has adapted effectively to COVID-19 and had contributed to mitigate its impacts, particularly through the initiatives directly managed by the Office. This has been most visible through targeting knowledge generation, the cities project and reprofiling trust-funds, using those particular mechanism to support MS mitigation initiatives on adaptation.

3.2 RECOMMENDATIONS

Recommendation 1. Continue to catalyse output level results by building on achievements thus far.

In line with its catalyst role, UNOSSC should continue implementing its successful policy dialogue, knowledge generation, partnership brokering and capacity strengthening initiatives rolled out during 2018-2021, integrating lessons learned and sustainability mechanisms. Integrating such elements will help achieve scale and greater sustainability of results.

Recommendation 2. Capitalize on the results achieved ensuring strong coherence between programmatic components beyond just information sharing.

The BAPA+40 and other relevant policy fora have opened a spectrum of opportunities for the Office to engage more strongly and strategically in the South-South and triangular cooperation at policy and operational levels. To respond to these new opportunities, the Office needs to ensure its human and financial resources and capacity are in place to ensure consolidated and coherent efforts in providing knowledge sharing space and inputs when it comes to policy and programmatic interventions within South-South and triangular cooperation at large. In particular, strong interaction between produced knowledge products, policy advisory and advocacy and partnerships need to be boosted with clear guidelines on how each component will inform and boost the other. The fragmented and demand-driven efforts in particular should be consolidated under sound and coherent intervention logic to ensure deeper understanding of how inputs- activities – and outputs of UNOSSC work lead to transformative results across SSTC. Strategically reviewing the breadth of its portfolio against their

contribution to UNOSSC mandate and the Office capacities would also be of critical importance to ensure sense-making of implemented activities. Communicate to the broader audience in a clear and simple manner its workstreams and how they reinforce each other and respond to UNOSSC mandate.

Recommendation 3. Invest further efforts to enhance and promote Galaxy as interactive knowledge and partnership broker platform for SSTC.

The role of the Galaxy – beyond its repository purpose – needs to be ‘revamped’ to ensure that the documents provided there are interactively used to inform debates and South-South and triangular interactions. Building upon the successful uptake of the platform, UNOSSC should advance in more comprehensive analysis of the southern solutions gathered by Galaxy. A stocktaking of the challenges and needs that Galaxy users face to establish partnerships and adapt good practices to their contexts would also be important to inform future features of the platform.

Recommendation 4. Invest strongly in promoting the role of think-tanks in the South-South and triangular cooperation realm and include them more proactively in the policy dialogue platforms.

UNOSSC is investing increasingly in bringing the non-governmental actors to the policy dialogue, as well as in research and knowledge production, but such inclusion is still more formal than substantial. UNOSSC needs to invest efforts to build capacity of these actors to actively engage in global policy fora, considering the networks’ regional imbalances and capacities. UNOSSC’s engagement with think-tanks in research and evidence generation should be stepped up by promotion and integration of generated evidence to inform current debates and policy dialogue on South-South cooperation. Re-targeting and updating priority research areas could be taken as an opportunity to fully booster the GCTTN contribution to UNOSSC work-programme. UNOSSC should consider fostering generation of evidence on crosscutting areas that have been raised as a gap by this evaluation (e.g., triangular cooperation, SSC monitoring and evaluation and gender). GCTTN could also build upon data reported by the UN on SSC to provide a more analytical and forward-looking perspective. Beyond the research agenda, UNOSSC should consider systematic approaches to promote think-tanks engagement in UNOSSC work-programme (e.g., with Inter-Agency Mechanism, DG Forum, etc). Bringing in think-tanks to the table in discussions to present and discuss generated evidence can empower the non-governmental actors and bring fresh perspectives to the dialogue.

Recommendation 5. Continue to expand advocacy with MS, UN Agencies and other global actors to operationalise on the commitments taken at the BAPA+40

BAPA+40 has created a new momentum for South-South and triangular cooperation, but keeping this momentum is hard. The responsibility for keeping momentum and operationalising the BAPA+40 commitments lay with MSs and other global partners. UNOSSC can contribute through stronger and more evidence-based advocacy and support to MS to operationalise the commitments, by providing concrete suggestions and proposals on how to fulfil such commitments. To be useful, UNOSSC should ensure that the commitments are translated into actionable inputs and desired outputs that can pave the way for MS, UN Agencies and other global partners to implement them in the most effective manner. To ensure the strategic role of the Inter-Agency Mechanism, foster UN-system substantial coordination on SSC and build a strong push for the System-Wide Strategy roll-out, UNOSSC should promote a participatory reflection on its Terms of Reference and way-forward, ensuring channels to foster UN entities synergies with other UNOSSC programmatic areas.

Recommendation 6. Continue strengthening sustainability and promotion of SSC as an integral part of project intervention as mechanisms to boost sustainability and impact of projects.

UNOSSC witnessed increased resource mobilization and increasing number of projects funded through the Trust Fund in the latest cycle. In light of the Trust Funds' vision towards maximising SSC towards more sustainable developmental results in targeted MS. Such efforts could include mobilizing resources; brokering partnerships; project design, implementation and evaluation; and communication.

Recommendation 7. Develop a bold engagement and partnership strategy with regional commissions and regional institutions

Considering the relevance of having a strong footprint in the Global South and the Office's recent restructure, UNOSSC should develop an engagement strategy to reach out to regional commissions and regional institutions. Such strategy should take stock of regional integration trends and relevant regional actors to SSC, establish clear objectives and modes of engagement per region and type of actor, define clear accountabilities and lines of communication for its roll out and UNOSSC should ensure it is properly resourced.

Recommendation 8. Develop a strategy to advance in multi-stakeholder and triangular approaches as a transversal axis of UNOSSC work.

Considering the BAPA+40 call for increased use of triangular cooperation and promotion of innovative development partnerships, UNOSSC should build upon its strategic position and invest more comprehensive efforts to embed multi-stakeholder and triangular approaches into its work programmes transversally. This could unfold into targeted knowledge generation on engagement models with the private sector, IFIs, civil society and triangular partners; forging partnerships at policy and project level, and showcasing good practices.

Recommendation 9. Invest further efforts to mainstream gender into UNOSSC work programme

Take stock of the Office existent institutional and programmatic initiatives in promoting gender equality and empowerment to leverage a more intentional approach to engendering UNOSSC work programmes.

Annexes

Annex 1: Terms of reference

Final Evaluation of UNOSSC Strategic Framework 2018-2021

1. Introduction

United Nations Office for South-South Cooperation (UNOSSC) is conducting a final evaluation of its Strategic Framework (SF) 2018-2021 considered by the UNDP/UNFPA/UNOPS Executive Board in 2018 by hiring a team of independent external evaluators. The Final Evaluation of SF 2018-2021 focuses on assessment of the established goal and the developmental and institutional results in the SF. This evaluation is summative, as it assesses the work of UNOSSC under current SF since 2018, and formative, as its conclusions and recommendations will be used in informing implementation of the next UNOSSC SF 2022-2025. The evaluation will be shared on the UNDP Evaluation Resource Center accessible for all.

During the current SF cycle, the Second High-level United Nations Conference on South-South Cooperation, known as BAPA+40 Conference, was organized in 2019. In the BAPA+40 Outcome Document, Member States recognize that South-South and triangular cooperation contribute to the implementation of the 2030 Agenda for Sustainable Development and to achieving the overarching goal of eradication of poverty in all its forms and dimensions⁴³. The BAPA+40 Outcome document reaffirms the mandate and the central role of the UNOSSC as the focal point for promoting and facilitating South-South and triangular cooperation for development on a global and United Nations system-wide basis. In the Decisions of 20th High Level Committee on South-South Cooperation, the Member States requested the UNOSSC to improve the impact as well as strengthen the efficiency, effectiveness and transparency of the Office⁴⁴.

At the beginning of 2020, the world began to deal with the COVID-19 pandemic. The pandemic disrupted supply chains and triggered a steep increase in health and socio-economic crisis across the Globe. The pandemic affected the Southern countries adversely that consist of approximately 83% of the world population and 40.51% of the world GDP⁴⁵. These events are crucial for UNOSSC's mandates and positioning in changing global, regional and national development landscapes. UNOSSC focused its work-programmes including trust fund resources to help the developing countries in responding to and recovering from the COVID-19 pandemic.

In this regard, the evaluation will focus on the goal and results set out in this SF. Moreover, the SF to be evaluated was created in advance of the pandemic, and therefore some imperatives have changed, and the evaluation should take into consideration the way that UNOSSC revised its strategies and activities in ways that responded to the pandemic while still focused on the key objectives under the SF.

2. Context: The Strategic Framework 2018-2021

In 1974, the General Assembly Resolution A/3251 (XXIX) endorsed 'the establishment of a special unit within the United Nations Development Programme to promote technical cooperation among developing countries...with the objective of integrating this activity of technical co-operation among developing countries fully within the Programme. In 2013, the General Assembly Resolution (A/RES/67/227) welcomed the decisions adopted at the 17th session of the High-level Committee on South-South Cooperation, which reaffirms the mandate of the Special Unit for South-South Cooperation, hosted by UNDP, as a separate entity and coordinator for promoting and facilitating South-South and triangular cooperation on a global and United Nations system-wide basis, and

⁴³ BAPA+40 Outcome Document (para 27 h)

⁴⁴ Decisions of 20th High Level Committee on South-South Cooperation

⁴⁵ UNCTAD Stats

decides to rename the Special Unit for South-South Cooperation the “United Nations Office for South-South Cooperation”.

Within its overall global and UN system-wide mandate, the UNOSSC SF 2018-2021 focused to support Member States’ efforts to achieve the eradication of poverty in all its forms and to promote gender equality and women’s empowerment so as to achieve the 2030 Agenda through enhanced South-South cooperation, including triangular cooperation⁴⁶. To achieve this goal, the UNOSSC SF focused on three strategic outcomes and seven outputs. The three outcomes include: i) Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support. ii) Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services. iii) South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.

To deliver the planned results in the SF, UNOSSC operationalized a set of work-programmes and cross-cutting services, which are summarized below:

UNOSSC Work-programmes:

- a. **Intergovernmental processes facilitation and reporting:** UNOSSC serves as secretariat to the High-Level Committee on South-South Cooperation and supports the Second Committee of General Assembly, and produced mandated reports for inter-governmental processes.
- b. **Capacity development of Member States and UN Entities:** UNOSSC supported in building capacity of Member States and UN Entities through development UN system wide strategy, and organizing trainings/workshops/Events including DG Forum, Global South-South Expo etc.
- c. **Regional Initiatives/Offices:** Three Regional Offices continued to coordinate UNOSSC’s works and deliver services to Member States, UN Entities and other partners.
- d. **Knowledge and Research:** co-created knowledge with wide range of stakeholders including Member States, UN Entities and other partners, dissemination and brokering of knowledge through Artificial Intelligence powered South-South Galaxy established in 2019. Supported to bring the Southern voices in the forefront through commissioning number of research with Southern Think Tanks.
- e. **Trust Funds Management and demand-driven programmes/initiatives:** UNOSSC managed three Trust Funds namely Perez Guerrero Trust Fund (established in 1986); UN Fund for South-South Cooperation (established in 1995); IBSA Fund (established 2004). Among the UNOSSC managed trust funds, UN Fund for South-South Cooperation serves as a pooled funding mechanism with multiple contributing partners. It is also an umbrella fund that hosts the sub-funds such as India-UN Development Partnership Fund (established in 2017), the facility supported by Republic of Korea, the global projects supported by People’s Republic of China, and various demand-driven programmes/initiative supported by grants received from Member States and partners organizations. UNOSSC also supported the Member States in responding the COVID-19 pandemic through facilitating most needed medical supplies and grants for socio-economic recovery.

Cross-cutting Services:

- a. **Strategic partnerships and communications:** These services focused to increase the understanding, visibility, and engagement in South-South and triangular cooperation agenda and also the promotion of office’s advocacy efforts and dissemination of results and lessons.
- b. **Operations support:** UNOSSC enabled its capacity in programme management support and operations during the SF 2018-2021 responding the increase in businesses especially upsurge in Trust Funds.
- c. **Result Management:** UNOSSC enabled its capacity in result management in later part of 2019 responding increase of business especially upsurge in Trust Funds, and corporate requirements in establishing and implementing result-based management system in the office.

⁴⁶ UNOSSC Strategic Framework 2018-2021

To support the implementation of UNOSSC SF 2018-2021, UNDP allocated \$ 26.2 million from regular resources, and UNOSSC planned to mobilize \$ 50 million from other resources. Outcome-wise resource allocation was made to Outcome one: \$11.11 million; Outcome two: \$14.84 million; and Outcome tree: \$38.65 million.

As per UNDP ATLAS data, during the SF 2018-2021, UNOSSC received \$ 105.37 million [\$ 23.33 million from regular resources; and \$ 82.40 million from other resources] and delivered \$65.82 million⁴⁷ [\$ 23.33 million from regular resources; and \$ 42.55 million from other resources]. Most of the unspent other resources received under the UNOSSC managed Trust Funds are already allocated to the multi-year projects approved by the respective Trust Fund Board.

3. Purpose and objectives of the evaluation

The purpose of this evaluation is to strengthen UNOSSC's accountability to its partners and stakeholders; to support organizational learning; and to inform the implementation of the next strategic framework 2022-2025. The users of the evaluation are the UNOSSC staff at all levels, the UNDP/UNFPA/UNOPS Executive Board, UNDP, other UN agencies and partners.

The key objectives of the evaluation are as follows:

- To assess results delivered on the UNOSSC SF 2018-2021 goals, outcomes and outputs.
- To identify contextual, strategic and operational factors that enabled the delivery of results and document challenges and lessons learned while implementing the SF 2018-2021.
- To provide recommendations for UNOSSC consideration in implementing the next SF 2022-2025, and enhance theory of change of the next SF 2022-2025.

4. Scope and Key Evaluation Questions

The scope of the evaluation covers the period 2018 to 2021. The scope encompasses the overarching goal of the Strategic Framework as well as the organizational performance under it. The goal and performance are considered in light of the changing context for UNOSSC including achievement of SDGs, BAPA+40 Outcome Document and UN System Wide Strategy on South-South and Triangular Cooperation as well as impact of COVID-19 pandemic. The evaluation will specifically consider how the strategic framework was operationalized, planned results were progressed, and the institutional arrangement became effective and efficient in achieving planned results.

The evaluation will assess:

- To what extent the SF is recognized within the office and by the partners as a guide for UNOSSC work-programmes to help Member States in achieving their development goals, especially implementing the SDGs through leveraging South-South and triangular cooperation?
- What level the results as envisioned in the SF have been achieved and how?
- How changes in the external environment have affected programme results, including the introduction of SDGs and BAPA+40 outcome document, and the uncertainty due to COVID-19 pandemic?
- What extent the internal environment in UNOSSC including organizational setting and business model helped to accelerate the achievement of planned outcomes of the SF?
- Extend to which UNOSSC has promoted gender equality and women's empowerment through its work in achieving the SF outcomes and its organizational performance?

Key evaluation questions

The evaluation will be commissioned in line with the criteria set out in the UNDP Evaluation Guidelines – Coherence, Relevance, Effectiveness, Efficiency and Sustainability. In additions, the evaluation will also use criteria including Adaptability and South-South approaches embedded into the design and implementation of the SF. Within these criteria, the key evaluation questions are derived to meet the purpose and objectives of the

⁴⁷ 2021 delivery calculated with estimation

evaluation. Assessment of the SF 2018-2021 using these evaluation questions will also help to inform the implementation of the next UNOSSC SF 2021-2025.

Key criteria	Specific Evaluation Questions
Coherence and relevance	<ol style="list-style-type: none"> 1. Extent to which a clear vision and goal for the office was created aligning with the SF. 2. Extent to which there was a clear plan of action and guide to operationalize the SF vision and goals across the office. 3. Extent to which the SF clearly articulated results and work-programmes to fulfil UNOSSC's mandate, and coherent with broader UN mandates/UN Common Agenda. 4. Extent to which the implemented work-programmes and services through UNOSSC Headquarters and Regional Offices are clear, coherent and relevant to fulfil UNOSSC's mandate.
Effectiveness	<ol style="list-style-type: none"> 5. Extent to which UNOSSC effectively operationalized SF vision and goal. 6. Extent to which UNOSSC support to the Member States, UN Entities and other partners contributed to leveraging South-South and triangular cooperation to implement SDGs. 7. Extent to which UNOSSC has leveraged comparative advantages and collaborative partnerships to deliver results. 8. What are the key lessons learned from the SF implementation that should be addressed in the implementation of next SF (2022-2025)?
Efficiency	<ol style="list-style-type: none"> 9. Extent to which the SF enabled the UNOSSC as a more agile and innovative office to deliver and accelerate progress towards the planned goal, outcomes and outputs? 10. Extent to which the internal environment (organizational setting and incentives and business models) made UNOSSC more fit for purpose. 11. Extent to which the people and finances of the office are being managed in efficient and result oriented manner.
Sustainability	<ol style="list-style-type: none"> 12. Extent to which the achieved results by UNOSSC under the SF are sustainable. 13. What are needed/recommended to ensure lasting and scaled impact of these results. It should also analyse the factors in the SF cycle that have promoted/hindered sustainability.
Adaptability	<ol style="list-style-type: none"> 14. How the UNOSSC has made changes to its strategies and goals to adjust to changing context? 15. Extent to which UNOSSC has been able to respond and adapt to the COVID-19 crisis.
South-South approach	<ol style="list-style-type: none"> 16. Extent to which the UNOSSC work-programmes including working methods partnerships, and tools aligned with South-South principles, including TrC approaches.

5. Evaluation Methodology

a. Methodology

The evaluation team is expected to propose a sound evaluation methodology (including detailed data collection methods to answer each evaluation questions) and submit to UNOSSC in the inception report. However, it is suggested that the evaluation team should use a mixed-method approach – collecting and analysing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings, lessons and conclusions and practical recommendations. The evaluation team will review all the relevant reports providing secondary data collected by UNOSSC, UN entities, and relevant organizations, and also collect primary data through semi-structured interviews/focused group discussions, small scale survey and case study methods. The evaluation team should ensure triangulation of the various data, where possible, to ensure maximum validity and reliability of evaluation findings, conclusions, lessons and recommendations.

Method proposed to be used by the evaluation shall include listed below, but not be limited to:

Method	Documents/Comments
Desk review	<ul style="list-style-type: none"> • UNOSSC Strategic Framework (2018-2021) • Mid-term Review of UNOSSC Strategic Framework (2018-2021), and its management responses • Final Evaluation Report of UNOSSC Strategic Framework (2014-2017) • UN System-wide Strategy on SSC and TrC and its Action Plan • UNOSSC Strategic Framework (2022-2025) • UNOSSC ROARs, IWPs and AWP (between 2018 to 2021) • UN Secretary-General's Reports on SSC (between 2018 to 2021) • UNDP Administrator's Reports on SSC (between 2018 to 2021) • High-Level Committee (HLC) Reports on SSC, BAPA+40 Outcome document • Evaluation reports of trust fund projects and their management responses • Trust Fund Reports (2018-2021); Trust Funds' Guidelines; Select Trust Fund supported project documents and progress reports • UNOSSC COVID-19 Offer • UNOSSC OAI Audit Reports (2018-2021) • Multi-year resource allocation and expenditure reports generated from Atlas (2018-2021) • Other relevant reports
Semi-structured interviews and focused group discussions	<ul style="list-style-type: none"> • UNOSSC management and staff; Members of HLC on SSC; Members of Executive Board; Members of UN Interagency Group on South-South and triangular cooperation; UNOSSC managed Trust Fund partners; South-South Galaxy partners; UN Resident Coordinators; Experts in South-South and triangular cooperation field, and other partners directly worked with UNOSSC in implementing the SF at global, regional and national levels. <p><i>Note: Due to COVID-19 pandemic, the interviews and focused group discussions will be organized via teleconferences. The respondents will be selected considering gender and regional representations.</i></p>
Case Studies	<ul style="list-style-type: none"> • Key domain of changes/work-programmes focused in the SF <p><i>Note: Due to COVID-19 pandemic, the case studies will be collected via remote interviews and focused group discussions. The respondents and areas for case studies will be selected considering gender and regional representations.</i></p>
Small scale survey	<ul style="list-style-type: none"> • With stakeholders and partner organizations to generate credible evidence via online

b. Evaluation Phases

Phase 1: Preparatory inception (February 2022)

This phase will include consultations with the UNOSSC Management and Team Leaders to further map issues to be assessed and to identify relevant documents, literatures and stakeholders to consult. During inception, a theory of change/logic model of the Strategic Framework (2018-2021) to be elaborated, and detailed/tailored tools for data collection and analysis to be developed.

Phase 2: Desk Review (February-March 2022)

This phase will include both programmatic and financial documents analysis to draw trends of the SF implementation. Desk Review will also attempt to further detail the theory of change/logic model and assumptions to be tested, which will inform the evaluation's analysis. This review will provide an assessment of the potential range and quality of the secondary data available for use by the evaluation, including an identification of key gaps to be addressed with additional data collection. It will also help to determine the extent and coverage of evaluative evidence available for the design of the selected case studies.

Phase 3: Primary Data Collection (March - April 2022)

Due to COVID-19, the interviews and focused group discussions will be organized via teleconference. The respondents will be selected considering gender and regional representations. Selected case studies will be documented through in-depth interviews/focused group discussions with relevant stakeholders via teleconference. Small scale survey with partners and stakeholders may be considered to enhance availability of the evidence. Case studies will be collected covering each domain of changes/work programme mentioned in the TOR that provide in-depth analysis and evidence.

Phase 4: Analysis, Quality assurance and Management response (May 2022 – June 2022)

- **Analysis, report writing and triangulation of the evidence** will focus to credibly respond the evaluation questions, as well as to assess – what extent the recommendations of the previous SF (2014-2017) final evaluation and SF (2018-2021) mid-term review were implemented. As indicated in the SF, the analysis will also explore to ascertain how UNOSSC has helped to bring about changes in human development conditions including through the behaviour of people or institutions targeted under this framework. Synthesis of the analysis and findings will feed conclusions in response to the evaluation questions and forward-looking recommendations. This stage will also review and improve the theory of change of UNOSSC SF 2022-2025.
- **Quality assurance** of the report will be conducted in line with UNDP Evaluation Policy and Guidelines. The draft report will be first reviewed by UNOSSC Management and subsequently by an Evaluation Advisory Group.
- **Factual corrections and** will be provided by UNOSSC Staff members reviewing a semi-final draft report before a final draft is submitted.

6. Expected outputs and deliverables

The evaluation team is expected to produce the following deliverables:

- i. **Inception report:** It will elaborate the proposed evaluation methodology in detailed including sources of data, and data collection and analysis tools and procedures. The inception report should be produced, reviewed and agreed before the evaluation starts.
- ii. **Phase-wise progress** as indicated in the section 5 of this TOR should be submitted to UNOSSC.
- iii. **Debriefing meeting (1)** will be organized with UNOSSC staff and key stakeholders to present preliminary findings, conclusions and recommendations.
- iv. **Draft Evaluation report** will contain the same sections as the final report and follow the report structure suggested in the UNDP Evaluation Guidelines. All the collected primary data and case studies, performed analysis, documents reviewed, stakeholders consulted, data sources etc. should be included into annex.
- v. **Review and improvement of UNOSSC SF 2022-2025 theory of change.**
- vi. **Debriefing Meeting (2):** a meeting will be organized with UNOSSC staff and key stakeholders to present final findings, conclusions and recommendations.
- vii. **Final Evaluation report** will follow the structure suggested in the UNDP Evaluation Guidelines. The final report will include detailed annexes, and reviewed/improved theory of change of UNOSSC SF 2022-2025 as separate documents.

7. Evaluation Management Arrangements

The evaluation team will work under the guidance of the UNOSSC Director who will serve as a manager of this evaluation. The Evaluation Manager will be supported by UNOSSC Deputy Director and UNOSSC Result Management Specialist in performing coordination and quality assurance of the works and deliverables related to this the evaluation.

UNOSSC will make the key relevant documents available to the evaluation team for review. UNOSSC shall also provide support to the evaluation team in scheduling key interviews and meetings related to the evaluation.

The evaluation team will provide status updates on the progress of evaluation implementation on weekly basis, which could either in brief written reports or in brief weekly meetings with the Evaluation Manager and his support team as mentioned above. UNOSSC will ensure that the evaluation is conducted in accordance with the Code of Conduct for Evaluation in the United Nations System, as approved by the members of the United Nations Evaluation Group.

Evaluation ethics: This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNOSSC and partners.

Evaluation Advisory Group: An Evaluation Advisory Group will be formed – comprised of thematic area experts and evaluators that will review and comment on the overall design of the evaluation as set out in the TOR and provide a substantive review on the draft evaluation report.

Evaluation Team: The evaluation Team will consist two independent external consultants namely i) an Evaluation Team Leader; and ii) a South-South cooperation Specialist.

Evaluation Team Leader (45 working days): the candidate will bring at least 10 years of extensive and proven experiences in evaluating international development policies and programmes including large-scale global programmes and/or strategic plans of UN Entities. S/he will provide overall leadership and coordination to the evaluation including evaluation design, data collection and analysis, status progress reporting, report writing, and submission of high-quality deliverables.

South-South Cooperation Specialist - Evaluation Team Member (42 working days): the candidate will bring at least 10 years of extensive experience in research/evaluation on South-South cooperation including triangular cooperation issues, trends, polices and/or programmes. S/he will serve as a South-South cooperation subject matter expert and work with the Evaluation Team Leader in successfully commissioning the planned evaluation. The specialist will also bring strong quantitative data collection and analysis skills in the evaluation team.

8. Time frame for the evaluation

The evaluation is expected to start on 1 February 2022 and is foreseen to be completed by 30 June 2022.

Sn	Key activities	Indicative Working days		Suggested Timeline
		Evaluation Team Leader	Team Member - SSC Specialist	
1.	Submission of inception report that includes detailed evaluation design, data collection methods and specific tools and work plan.	7 days	5 days	15 th Feb

2.	Data collection and analysis including desk review, primary data collection (key informant interviews, focused group discussion; case study collection and scall-scale survey, etc.)	22 days	22 days	29 th April
3.	Analysis, repot writing and triangulation of the evidence	10 days	10 days	20 th May
4.	Workshop to review/improve the theory of change of UNOSSC SF 2022-2025	1 day	1 day	24 th May
5	Debriefing meeting 1 to present findings, conclusions and recommendations, and receive feedbacks	0.5 day	0.5 day	25 th May
6.	Submission of draft evaluation report including detailed annexes and including reviewed/improved theory of change of SF 2022-2025.	-	-	29 th May
8.	Finalization of the evaluation report incorporating provided comments; and submission of the final evaluation report along with annexes	4 days	3 day	27 th June
9	Final debriefing meeting 2	0.5 day	0.5 day	27 th June
Total working days		45 days	42 days	

Note: specific sub-TORs need to be developed to hire an Evaluation Team Leader and a South-South Cooperation Specialist

Annex 2: Evaluation matrix

Specific Evaluation Questions	Indicators	Data sources	Data collection techniques	Data analysis
Relevance and Coherence				
1. The extent to which there was a clear plan of action and guide to operationalize the SF vision and goals across the office	<ul style="list-style-type: none"> Evidence of clear plan of action in place to operationalize the SF vision and goals Perception of stakeholders of the Office's ability to operationalize the SF vision and goals 	<ul style="list-style-type: none"> UNOSSC policy documents and progress reports Work-programmes' planning documents, reports and other materials UNOSSC resources External sources Qualitative data from KIIs from <ul style="list-style-type: none"> UNOSSC teams (at HQ and regional levels) Member states, UN agencies, other partners (regional bodies, financial institutions, multilateral organisations, southern think – tanks, experts and civil society) Survey results 	<p>Document review</p> <p>Semi-structured interviews</p> <p>Survey</p>	<p>Document review</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
2. Extent to which the SF clearly articulated results and work-programmes to fulfil UNOSSC's mandate, and coherent with broader UN mandates/UN Common Agenda	<ul style="list-style-type: none"> Evidence of alignment of SF results and work programmes with UNOSSC's mandates, and broader UN mandates and UN Common agenda Perception of stakeholders on the extent to which the UNOSSC work-programmes are aligned to the key UN Agencies' mandates/UN Common Agenda Perception of stakeholders on the extent to which the UNOSSC 	<ul style="list-style-type: none"> UNOSSC policy documents and progress reports Work-programmes' planning documents, reports and other materials UNOSSC resources External sources Qualitative data from KIIs from <ul style="list-style-type: none"> UNOSSC teams (at HQ and regional levels) Member states, UN agencies, other partners (regional bodies, financial institutions, 	<p>Document review</p> <p>Semi-structured interviews</p> <p>Survey</p>	<p>Document review</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

	work-programmes build upon UNOSSC comparative advantage	<p>multilateral organisations, southern think – tanks, experts and civil society)</p> <ul style="list-style-type: none"> ● Survey results 		
3. Extent to which the implemented work-programmes and services through UNOSSC Headquarters and Regional Offices are clear, coherent and relevant to fulfil UNOSSC’s mandate	<ul style="list-style-type: none"> ● Evidence of clear and coherent operationalisation of work-programmes and services through UNOSSC Headquarters and Regional Offices to fulfil UNOSSC’s mandate 	<ul style="list-style-type: none"> ● UNOSSC policy documents and progress reports ● Work-programmes’ planning documents, reports and other materials ● UNOSSC resources ● External sources ● Qualitative data from KIIs from <ul style="list-style-type: none"> ○ UNOSSC teams (at HQ and regional levels) ○ Member states, ○ UN agencies, ○ other partners (regional bodies, financial institutions, multilateral organisations, southern think – tanks, experts and civil society) ● Survey results 	<p>Document review</p> <p>Semi-structured interviews</p> <p>Survey</p>	<p>Document review</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
4. Extent to which the UNOSSC work-programmes including working methods, partnerships, and tools aligned with South-South principles, including TrC approaches.	<ul style="list-style-type: none"> ● Objectives of the SF, work programmes partnerships, and tools aligned with South-South principles, including TrC approaches ● Perception of stakeholders on the extent to which the UNOSSC work-programmes including working methods, partnerships, and tools are aligned with South-South principles, including TrC approaches ● Perception of stakeholders on the extent to which the UNOSSC supported initiatives are responsiveness to partners SSC 	<ul style="list-style-type: none"> ● UNOSSC policy documents and progress reports ● Work-programmes’ planning documents, reports and other materials ● UNOSSC resources ● External sources ● Qualitative data from KIIs from <ul style="list-style-type: none"> ○ UNOSSC teams (at HQ and regional levels) ○ Member states, ○ UN agencies, ○ other partners (regional bodies, financial institutions, multilateral organisations, 	<p>Document review</p> <p>Semi-structured interviews</p> <p>Survey</p>	<p>Document review</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

	<p>and SSTC demands, priorities, needs, and contexts</p> <ul style="list-style-type: none"> • Perception of stakeholders on the extent to which partners participated and contributed to the UNOSSC supported initiatives' development and implementation • Perception of stakeholders on the extent to which UNOSSC supported initiatives are based on mutually agreed cooperation frameworks • Perception of stakeholders on the extent to which UNOSSC supported initiatives clearly articulates benefits to all partners engaged 	<p>southern think – tanks, experts and civil society)</p> <ul style="list-style-type: none"> • Survey results 		
Effectiveness				
<p>5. Extent to which the results as envisioned in the SF have been achieved and how.</p>	<p>5.1 Evidence of UNOSSC delivery of results relating to support to the:</p> <ul style="list-style-type: none"> ○ intergovernmental processes that set policies to further advance South-South cooperation across the United Nations system, ○ catalysing greater research and analysis to inform SS policies and programmes, and ○ leveraging partners comparative advantages through collaborative partnerships and strategic alliances, demand-driven programmes, and mobilizing resources including Trust Funds. 	<ul style="list-style-type: none"> • UNOSSC policy documents and progress reports • Work-programmes' planning documents, reports and other materials • UNOSSC resources • External sources • Qualitative data from KIIs from <ul style="list-style-type: none"> ○ UNOSSC teams (at HQ and regional levels) ○ Member states, ○ UN agencies, ○ other partners (regional bodies, financial institutions, multilateral organisations, southern think – tanks, experts and civil society) 	<p>Document review</p> <p>Semi-structured interviews</p> <p>Survey</p>	<p>Document review</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>

	<p>3.1 Evidence of UNOSSC delivery of results:</p> <ul style="list-style-type: none"> ○ Supporting horizontal, transparent, mutual-accountable, and equal partnerships ○ Supporting integration of adaptable knowledge and new technologies into international, regional and national development frameworks ○ Supporting mutual-learning and ○ Supporting mutual-benefits (political, technical, social gains among partners) <p>5.3 Achievement of outcomes - Evidence that UNOSSC work programmes contributed to:</p> <ul style="list-style-type: none"> ● Raised awareness of SSTC ● Further understanding of SSTC potential ● Strengthened policy frameworks for SSTC across all levels ● increased capacities of Member states, UNDS and other partners to leverage tested southern solutions to implement the 2030 Agenda for Sustainable Development through SSC and STC ● Increased knowledge exchange and transfer of good practices 	<ul style="list-style-type: none"> ● Survey results 		
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	5.4 Extent to which UNOSSC has promoted gender equality and women's empowerment through its work in achieving the SF outcomes and its organizational performance			
Sustainability				
4 Extent to which the achieved results by UNOSSC under the SF are sustainable.	<p>6.1 Evidence of concrete changes in Member states, UN and other partners' policies, regulations, and plans that can sustain achieved results Evidence of SF supported initiatives that are institutionalized/ scaled-up and promote alternative policies and endogenous solutions to development issues</p> <p>6.2 Evidence of ownership SF supported initiatives (partners managing, funding and supporting initiatives technically and politically)</p>	<ul style="list-style-type: none"> • UNOSSC policy documents and progress reports • Work-programmes' planning documents, reports and other materials • UN frameworks • UNOSSC resources • External sources • Qualitative data from KIIs from <ul style="list-style-type: none"> ○ UNOSSC teams (at HQ and regional levels) ○ Member states, ○ UN agencies, ○ other partners (regional bodies, financial institutions, multilateral organisations, southern think – tanks, experts and civil society) • Survey results 	<p>Document Review to identify themes among documentation sources for comparison</p> <p>Semi-Structured Interviews</p> <p>Field observations</p>	<p>Qualitative Iterative Data Analysis Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
Efficiency				
7 Extent to which the SF enabled the UNOSSC as a more agile and innovative office to deliver and accelerate progress towards the planned goal, outcomes and outputs.	<p>7.1 Evidence that the SF provided enabling framework for the office to be more agile and innovative in delivery of results</p> <p>7.2 Evidence of mechanisms in place across the office structure that enables more agile and</p>	<ul style="list-style-type: none"> • UNOSSC policy documents and progress reports • Work-programmes' planning documents, reports and other materials • UNOSSC resources • Qualitative data from KIIs from 	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Document review</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques,</p>

	innovative approach to delivery of results	<ul style="list-style-type: none"> ○ UNOSSC teams (at HQ and regional levels) ○ Member states, ○ UN agencies 		and data types according to principles of iterative analysis	
8	Extent to which the internal environment (organizational setting and incentives and business models) made UNOSSC more fit for purpose and aligned with SSC principles and TrC approaches	<p>8.1 Evidence of functional organizational setting and business model in place to accelerate the achievement of planned outcomes of the SF</p> <p>8.2 Proportion of UNOSSC strategic interventions that demonstrate implementation on schedule and per planned budget</p> <p>8.3 Evidence that UNOSSC supported interventions are horizontal, flexible and transparent; promote shared governance and responsibilities among partners; allow mutual-learning and adaptability; and that decision-making processes are led by partners.</p>	<ul style="list-style-type: none"> • UNOSSC policy documents and progress reports • Work-programmes' planning documents, reports and other materials • UNOSSC resources • Qualitative data from KIIs from <ul style="list-style-type: none"> ○ UNOSSC teams (at HQ and regional levels) ○ Member states, ○ UN agencies 	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Document review</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
9	Extent to which the people and finances of the office are being managed in efficient and result oriented manner.	<p>9.1 Degree of adequacy of:</p> <ul style="list-style-type: none"> ▪ Budgets ▪ Material and Human resources <p>vis-à-vis the volume of tasks carried out and results achieved</p>	<ul style="list-style-type: none"> • UNOSSC policy documents and progress reports • Work-programmes' planning documents, reports and other materials • UNOSSC resources • Qualitative data from KIIs from <ul style="list-style-type: none"> ○ UNOSSC teams (at HQ and regional levels) ○ Member states, ○ UN agencies 	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Document review</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
Adaptability					

<p>10 Extent to which UNOSSC has been able to respond and adapt to changing context, including COVID19 breakout?</p>	<p>10.1 Evidence of development of appropriate mitigation measures to overcome obstacles</p> <p>10.2 Evidence of main shifts in UNOSSC SF in response to changing context and emerging needs</p> <p>10.3 Evidence of appropriate mitigation measures in place to adapt programming and mitigate COVID19 impacts</p>	<ul style="list-style-type: none"> ● UNOSSC policy documents and progress reports ● Work-programmes' planning documents, reports and other materials ● UNOSSC resources ● External sources ● Qualitative data from KIIs from <ul style="list-style-type: none"> ○ UNOSSC teams (at HQ and regional levels) ○ Member states, ○ UN agencies, ○ other partners (regional bodies, financial institutions, multilateral organisations, southern think – tanks, experts and civil society) ● Survey results 	<p>Document review</p> <p>Semi-structured interviews</p> <p>Survey</p>	<p>Document review</p> <p>Qualitative iterative data analysis of the KIIs with key stakeholders</p> <p>Triangulation between data sources, data collection techniques, and data types according to principles of iterative analysis</p>
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Annex 3: Data collection tools

Survey questionnaire for UNOSSC partners

Dear Madam/Sir,

This survey is carried out as part of the Final Evaluation of UNOSSC Strategic Framework (2018-2021) commissioned by UNOSSC and implemented by an external independent team of experts. The purpose of the evaluation is to strengthen UNOSSC's accountability to its partners and stakeholders; to support organizational learning; and to inform the implementation of the next strategic framework 2022-2025. The users of the evaluation are the UNOSSC staff at all levels, the UNDP/UNFPA/UNOPS Executive Board, UNDP, other UN agencies and partners. This survey aims to collect the views and experiences of UNOSSC partners regarding its work and achievements over the period 2018-2021.

This survey should take maximum 10 minutes to complete. Participation in this survey is entirely voluntary, and you may withdraw at any time or answer only some of the questions. Information we receive through the survey will be used only for the purposes of the evaluation and will not be shared with third parties. Please note that all data provided will be held securely and kept confidential, no IP address will be kept or tracked, so please express your views freely. Kindly complete the survey by **XX, 2022** as obtaining feedback from UNOSSC's partners is essential to the evaluation.

The final page of the survey contains a "Submit" button. By clicking on this button, you agree to your participation in the survey, and you submit your responses.

Please, contact **XX at XX** for any further information regarding the survey or evaluation.

Thank you very much in advance for your time and cooperation!

Q1: Which type of organization do you work for?

- National government institution
- Subnational government institution
- United Nations entity
- Bilateral donor/Development Cooperation agency
- Non-UN multilateral organization
- Non-govt org./Civil society org.
- Research organization or network
- Other, please, specify : _____

Q2 : Region :

- Asia and Pacific
- Latin America and the Caribbean
- Arab states and CIS
- Africa
- Other, please, specify : _____

Q3. Gender

- Male
- Female
- Other/ prefer not to say

Q4: How familiar are you with UNOSSC and its activities?

- Very familiar

- Familiar
- Not familiar / Not very familiar

Q5. In your opinion, what is added value of UNOSSC interventions? Multiple choice

- Technical expertise
- Peer to peer exchange and sharing best practices and lessons
- Innovative solutions to south-south cooperation
- Policy advice to governments
- Policy advice to other UN Agencies
- Supporting networks and alliances
- Partnership broker and convenor
- Capacity development
- Other, please, elaborate_____

Q6. How strongly do the following statements describe UNOSSC work?

		4. An above-average amount	3. About an average amount	2. Not too much	1. I'm not sure
Programmatic choices	UNOSSC's choice of programmatic areas is appropriate				
	UNOSSC support to intergovernmental processes to further advance South-South cooperation				
	UNOSSC support to enhancement of research and analysis to inform South-South policies and programmes				
	UNOSSC support to partnerships and peer exchange				
	UNOSSC support to triangular cooperation				
	UNOSSC's trainings and capacity development activities				
	UNOSSC provides high-quality technical expertise to Member states to enable them to develop and implement the 2030 Agenda for Sustainable development				
	UNOSSC provides innovative solutions for South-South cooperation				
	UNOSSC provides high-quality South-South knowledge management and partnership brokering services				
	UNOSSC manages South-South trust funds in demand-driven approaches				
Implementation capacity	Implements quality interventions and programmes in response to the needs of the partners				
Contributions	UNOSSC plays a relevant role in the development of national and UN capacity to tackle implementation of 2030 Agenda				
	UNOSSC's knowledge products (best practices, resources, Galaxy, etc.) help Member states and UN Agencies to enhance knowledge on important subjects of relevance to implementation of 2030 Agenda				
	UNOSSC contributes to enhanced implementation the 2030 Agenda for				

		4. An above-average amount	3. About an average amount	2. Not too much	1. I'm not sure
	Sustainable Development by Member states				
Effectiveness and efficiency	Delivers results				
	Ensures maximum value of investments				
Building partnerships	Consults and involves partners in the design and implementation of its programmes				
	Collaborates with development actors to solve complex issues				
	UNOSSC's work reflects the development priorities of its partners and 2030 Agenda overall				
	UNOSSC a valued partner to my organization.				
Communication	Maintains high level of transparency				
	Disseminates useful knowledge resources				
	Effectively communicates results				
Gender and equity	UNOSSC invests efforts to include and address men and women needs equally in its activities,				
	UNOSSC addresses critical bottlenecks to gender equity				
Wider UN framework	UNOSSC has a positive role in UN system-wide coordination on SSTC				

Q7. To what extent has UNOSSC contributed to tangible outcomes achieved in the following areas? (5 to very great extent - 1- not at all)

	5/ To a very great extent	4/ To a great extent	3/To a moderate extent	2/To a small extent	1/Not at all	I don't know/no answer/ not applicable
Supporting intergovernmental processes that set policies to further advance South-South cooperation across the United Nations system						
Please comment						
Catalysing greater research and analysis to inform SS policies and programmes						
Please comment						
Forging partnerships, demand-driven programmes, and mobilizing resources including Trust Funds						
Please comment						
Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support						
Please comment						
Strengthened capacities of Member States, the United Nations system and other						

	5/ To a very great extent	4/ To a great extent	3/To a moderate extent	2/To a small extent	1/Not at all	I don't know/no answer/ not applicable
partners in South- South through enhanced generation and sharing of knowledge and access to high-quality advisory services						
Please comment						
Facilitating South-South and triangular cooperation partnership initiatives and demand driven programmes to address sustainable development needs of developing countries.						
Please comment						
Actively supporting COVID-19 response						
Please comment						
Overall contribution to 2030 Agenda						
Please comment						

Q 8. What are the main challenges for Leveraging SSC to achievement of SDG results?

Response box

Q9. How could UNOSSC assist the Member States and UN Agencies to enhance South-South cooperation?

Response box

Q10. Do you have any suggestions on how UNOSSC could improve its products and services?

Comment Box

Q11. Other comments and reflections

Comment Box

Thank you!

INTERVIEW GUIDE

This guide shall serve as the basis for interviews and discussions with key informants. The Evaluation team will make prioritisation of questions based on the level of familiarity of key informants on the EQ subject areas.

Introduction

We are an evaluation team commissioned to carry out the final evaluation of the UNOSSC Strategic Framework (2018-2021). The evaluation offers the opportunity to critically assess the *relevance, efficiency, effectiveness, and sustainability of the Strategic framework* by understanding if delivery of outputs resulted in transformative effects planned by the Framework. The findings of the evaluation will be used to inform operationalisation of the next cycle of the UNOSSC strategy.

We are asking you to participate in the evaluation because you are in a position to contribute a relevant and valuable perspective on the functioning of this activity. If you decide to participate, you will be interviewed by members of the evaluation team for a duration of approximately 1 hour.

Participation is voluntary: Your participation in the interview is voluntary. You can withdraw from the interview after it has begun, for any reason, with no penalty. Participating or not in the interview will not affect your engagement with UNOSSC.

Confidentiality: The reports from this and the other meetings will collect and summarize the views and opinions of key informants without connecting them to specific individuals and without using names at any time. Any report of this research will be presented in a way that makes it as difficult as possible for anyone to determine the identity of individuals participating in the evaluation.

Are you willing to be part of this discussion? (verbal response only requested)

Respondent: _____

Title and Function: _____

Interviewer Name: _____

Date: _____

Location: _____

Evaluation Questions and Sub-Questions	Interview Questions ⁴⁸
0.0 GENERAL Questions	
0.1 Role and Connection	What is your current position and in what ways have you engaged with UNOSSC? How long have you been connected to UNOSSC?
0.2 Results	Thinking back to when the implementation of interventions within the UNOSSC Strategic Framework began (2018), what are the most significant changes have you seen that materialized as a result of the such strategic interventions?
0.3 Strengths and weaknesses	What do you see UNOSSC as being particularly good at? What do you see UNOSSC as being particularly weak at?

⁴⁸ Not all questions can be asked in all interviews. Different sections will need to be prioritized from different stakeholders.

1.0 To what extent was there a clear plan of action and guide to operationalize the SF vision and goals across the office?	
1.1 Perception of stakeholders of the Office's ability to operationalize the SF vision and goals	6. In your opinion, was there a clear plan of action in place to operationalize the SF vision and goals? What was the strength of the UNOSSC approach and ability to operationalize the SF vision and goals? What was missing?
2.0 To what extent was the SF clearly articulated results and work-programmes to fulfill UNOSSC's mandate, and coherent with broader UN mandates/UN Common Agenda?	
2.1 Perception of stakeholders on the extent to which the UNOSSC work-programmes are useful for Member States in achieving their development goals, especially implementing the SDGs through leveraging South-South and triangular cooperation	<ol style="list-style-type: none"> 1. What are the most relevant and useful UNOSSC's interventions in your view? Why? 2. Which UNOSSC interventions and services do Member states/UN Agencies/other partners most commonly ask for? What is the feedback you get in their utility? What is missing? 3. What platforms and methods of accessing information are UNOSSC partners utilising to access its resources and products? Why?
2.2 Objectives of the SF and work programmes are adapted to the key Member states' needs (e.g., in terms of selection of priorities to be supported; outreach to institutions, TA approaches, best practices collection and sharing etc.) based in comprehensive analysis of context and needs in specific area	<ol style="list-style-type: none"> 4. How does UNOSSC consult with Member states/UN Agencies and other stakeholders in development of the SF? 5. How does UNOSSC ensure that work programmes are adapted to the key Member states' needs? 6. What types of analyses is UNOSSC conducting to inform prioritisation of work programmes?
3.0 To what extent have the implemented work-programmes and services through UNOSSC Headquarters and Regional Offices been clear, coherent and relevant to fulfill UNOSSC's mandate?	
3.1 Perception of stakeholders on the extent to which the implemented work-programmes and services through UNOSSC Headquarters and Regional Offices have been clear, coherent and relevant to fulfil UNOSSC's mandate	<ol style="list-style-type: none"> 7. To what extent the SF is recognized within the office and by the partners as a guide for UNOSSC work-programmes? What is missing? 8. In your view, have the implemented work-programmes and services at a) UNOSSC Headquarters and b) Regional Offices been clear, coherent and relevant to fulfil UNOSSC's mandate? What was missing? 9. What are the differences you may observe between the previous and the current SF?
4.0 To what extent have the UNOSSC work-programmes including working methods, partnerships, and tools been aligned with South-South principles, including TrC approaches.	

<p>4.1 Level of alignment of UNOSSC workplans with South-South principles and TrC approaches</p>	<p>10. To what extent has the UNOSSC aligned its work programmes with South-South principles and TrC approaches? What was missing? 11. What are the differences you may observe between the previous and the current SF?</p>
<p>5.0 What level the results as envisioned in the SF have been achieved and how?</p>	
<p>5.1 Achievement of outputs:</p> <p>Evidence of UNOSSC delivery of results relating to support to the:</p> <ol style="list-style-type: none"> 1) Intergovernmental processes that set policies to further advance South-South cooperation across the United Nations system, 2) Catalysing greater research and analysis to inform SS policies and programmes, and 3) Forging partnerships, demand-driven programmes, and mobilizing resources including Trust Funds. 	<ol style="list-style-type: none"> 12. To what extent has UNOSSC managed to deliver results when it comes to support to intergovernmental processes that set policies to further advance South-South cooperation across the United Nations system? What is missing? 13. To what extent has UNOSSC managed to deliver results when it comes to catalysing greater research and analysis to inform SS policies and programmes? What is missing? 14. To what extent has UNOSSC managed to deliver results when it comes to forging partnerships, demand-driven programmes, and mobilizing resources including Trust Funds? What is missing? 15. What were the drivers/hindrances to the delivery of these results?
<p>5.2 Achievement of outcomes:</p> <ul style="list-style-type: none"> • Evidence that UNOSSC work programmes contributed to strengthening of the triangular cooperation and peer exchange • Evidence that delivery of capacity building activities (trainings, learning sessions, advisory support, etc.) contributed to increased capacities of Member states to implement the 2030 Agenda for Sustainable Development • Evidence that delivery of capacity building activities and resources contributed to increased capacities of <ol style="list-style-type: none"> 1) Member states, 2) the United Nations system, and 3) other partners in South-South <p>through enhanced generation and sharing of knowledge and access to high-quality advisory services.</p> <p>Impacts</p>	<ol style="list-style-type: none"> 16. To what extent have delivered results within the UNOSSC Strategic Framework contributed to strengthening of the triangular cooperation and peer exchange? How sustainable are they? What are challenges in this regard? What remains to be done? 17. To what extent have delivered capacity development and policy advisory support interventions contributed to increased capacities of Member states to implement the 2030 Agenda? How sustainable are they? What are challenges in this regard? What remains to be done? 18. To what extent have the produced best practices, networking and resource sharing contributed to the increased capacities of main partners? How sustainable are they? What are challenges in this regard? What remains to be done?

<p>5.3 Stakeholder perceptions regarding each project result as having been achieved and contributing to overall positive sustainable change in terms of overall capacity of the Member states to implement the 2030 Agenda for Sustainable Development</p>	<p>19. What is the overall contribution of UNOSSC to the positive sustainable change in terms of overall capacity of the Member states to implement the 2030 Agenda for Sustainable Development?</p>
<p>5.1 How changes in the external environment have affected programme results, including the introduction of SDGs and BAPA+40 outcome document, and the uncertainty due to COVID-19 pandemic?</p>	
<p>5.4 Degree and type of drivers that promoted SF implementation</p> <p>5.5 Degree and type of hindering factors affecting SF implementation</p> <p>5.6 Degree to which the introduction of SDGs served as a driver for delivery of UNOSSC results</p> <p>5.7 Evidence of development of appropriate mitigation measures to overcome hindering factors (including COVID)</p>	<p>20. What are the main:</p> <ul style="list-style-type: none"> • Drivers • Hindering factors <p>for delivery of results? How UNOSSC mitigates risks?</p> <p>21. To what extent has the introduction of SDGs served as a driver for delivery of UNOSSC results?</p> <p>22. To what extent has the outcome document served as a driver for delivery of UNOSSC results?</p> <p>23. To what extent has COVID-19 pandemic affected delivery of UNOSSC results?</p>
<p>6.0 Extent to which the achieved results by UNOSSC under the SF are sustainable.</p>	
<ul style="list-style-type: none"> • Sustainability of results 	<p>24. What have been the main changes in Member states, UN and other partners' policies, regulations, and plans that can sustain achieved results? Please, provide examples</p> <p>25. Please provide examples of those SF supported initiatives that are institutionalized/ scaled-up and promote alternative policies and endogenous solutions to development issues</p> <p>26. What is the degree of ownership over SF supported initiatives (for instance: partners managing, funding and supporting initiatives technically and politically)? What is missing? What could have UNOSSC done differently?</p>
<p>7.0 What extent the internal environment in UNOSSC including organizational setting and business model helped to accelerate the achievement of planned outcomes of the SF?</p>	
<p>7.1 Degree of adequacy of:</p> <ul style="list-style-type: none"> • Budgets • Material and Human resources <p>vis-à-vis the volume of tasks carried out</p>	<p>27. How efficient has been implementation in terms of:</p> <ul style="list-style-type: none"> • Optimization of resources, • efforts to contain costs, • timeliness of implementation • organizational setting and business model?
<p>7.2 Agility and innovation</p>	<p>28. Has the SF provided enabling framework for the office to be more agile and innovative in delivery of results? What was missing? What are the main weaknesses? How can they be overcome?</p> <p>29. What are the differences you may observe between the previous and the current SF?</p>
<p>8.0 Extent to which the internal environment (organizational setting and incentives and business models) made UNOSSC more fit for purpose and aligned with SSC principles and TrC approaches</p>	
<p>8.1 Concrete measures and models ensuring UNOSSC is fit for purpose</p>	<p>30. Is UNOSSC structure 'fit for purpose' in your view? what is missing?</p>

	<p>31. Are there functional organizational setting and business model in place to accelerate the achievement of planned outcomes of the SF? What is missing? What are alternative approaches?</p> <p>32. What are the differences you may observe between the previous and the current SF?</p>
<p>9.0 Extent to which UNOSSC has promoted gender equality and women’s empowerment through its work in achieving the SF outcomes and its organizational performance?</p>	
<p>9.1 Concrete measures undertaken by UNOSSC to promote and mainstream gender equality and women’s empowerment through its work in achieving the SF outcomes and its organizational performance</p>	<p>33. Is the UNOSSC prioritizing gender and how is that changing?</p> <p>34. How much uptake/mainstreaming is there across SF outcomes and its organizational performance and how did it change over time? What affected that change?</p> <p>35. What, in that context, affected these efforts and how/why?</p> <p>36. What system of support is necessary for staff to ensure gender prioritization and what changes are needed to make it so?</p>

Annex 4. List of interviewed stakeholders

[internal, not for publishing]

Name	Position	Organisation
Ivania Mondlane	Coordinator-AUC Youth Division	African Union Commission
Ngwenya Nonkululeko Prudence	Acting Director, Women, Gender and Youth Directorate	African Union Commission
Alexandra Díaz Montenegro	Directora de Oferta de Cooperación	Agencia Presidencial de Cooperación Colombia
Daniel Rodríguez	Coordinador de Cooperación Sur-Sur con América Latina y Caribe	Agencia Presidencial de Cooperación Colombia
Myryam Escallón	Coordinadora de Cooperación Sur-Sur con África, Asia y Eurasia	Agencia Presidencial de Cooperación Colombia
Zhang Yi	Deputy Director-General	China International Centre for Economic and Technical Exchanges (CICETE)
Liao Fan	Deputy director general of Buraux of Internacional cooperacion	Chinese Academy of Social Sciences
Linying Wang	programme officer	Chinese Academy of Social Sciences
Shi Xuehua	director of department	Chinese Academy of Social Sciences
Yongjie Wang	Professor assistant – she was in UNOSSC	Chinese Academy of Social Sciences
Michael Zhou	Coordinator - SSTC	Finance Center for South-South Cooperation
Ama Brandford-Arthur	Senior Partnership Officer, South-South and Triangular Cooperation	IFAD
Steve Codjo	Consultant	IFAD
Anastasiia Pavlova	Consultant	International Labor Organization
Angelica Muñoz	Consultant	International Labor Organization
Anita Amorim	Head, Emerging and Special Partnerships Unit	International Labor Organization
Duncan Chando	Consultant	International Labor Organization
Li Feixa	South-South Cooperation Officer	International Labor Organization
Helge Espe	Senior Advisor	NOREC – Norwegian Agency for Exchange Cooperation
Geovanna Zocal	Focal Point for the Global Partnership Initiative (GPI) on Effective Triangular Co-operation	Organisation for Economic Co-operation and Development
Aubrey Webson	Ambassador	Permanent Mission of Antigua and Barbuda to the United Nations.
Emerson Kloss	Minister-Counsellor	Permanent Mission of Brazil to the United Nations.

Mr Qi	Second Secretary	Permanent Mission of China to the United Nations.
Afonso Lages	First Secretary	Permanent Mission of Portugal to the United Nations.
Xolisa Mabhongo	Ambassador	Permanent Mission of South Africa to the United Nations.
Martin Pose	Third Secretary	Permanent Mission of the Argentine Republic to the United Nations
Joshua Kalebo	Second Secretary	Permanent Mission of Uganda to the United Nations.
Sachin Chaturvedi	Director General	Research and Information System for Developing Countries (RIS) India;
Alan Fox	Deputy Director; Evaluation Office	UNDP
Concepción Cole	Communication Specialist.	UNDP
Juliana Gargiulo	South-South and Triangular Cooperation Policy Specialist	UNDP - BPPS
Yuko Suzuki	Policy Advisor	UNDP - BPPS
Liudmila Barcari	Team Leader - UNSA/BERA	UNDP BERA
Mary Ann Mwanga	Inter-governmental Engagement Specialist	UNDP BERA
Martha Santos	Programme Manager South-South Cooperation	United Nations Children's Fund
Anjali Rangaswami	Economic Affairs Officer	United Nations Department of Economic and Social Affairs
Karim Khalil	Secretary of the Commission, Office of Executive Secretary	United Nations Economic and Social Commission for Western Asia
Polina Tarshis	Programme Management Office	United Nations Economic Commission for Europe
Arasu Jambukeswaran	Programme Specialist	United Nations Population Fund
Yanming Lin	Chief Inter Country Cooperation Office	United Nations Population Fund
Adel Abdellatif	Director Ad Interim	UNOSSC HQ
Bhushan Shrestha	Result Management Specialist	UNOSSC HQ
Dingding Sun	Programme Coordination Specialist	UNOSSC HQ
Donald Lopez	Fund Administration Specialist	UNOSSC HQ
Hany Besada	Consultant	UNOSSC HQ
Ines Tofalo	Chief of Programme Support Unit	UNOSSC HQ
Mithre Sandrasagra	Communications Advisor	UNOSSC HQ
Ragini Malik	Programme Analyst	UNOSSC HQ
Serena Y Park	Partnership Analyst	UNOSSC HQ
Shams Banihani	Knowledge and Research Specialist	UNOSSC HQ
Sumeeta Banerji	Policy Specialist	UNOSSC HQ
Xiaojun Grace Wang	UNOSSC Deputy Director for Programme and Operations	UNOSSC HQ
Cynthia Olouasa	Associate Programme Manager	UNOSSC Regional Office for Africa
François Ekoko	UNOSSC Regional Coordinator	UNOSSC Regional Office for Africa

Zanofer Ismalebbe	UNOSSC Regional Chief	UNOSSC Regional Office for Arab States, Europe and the Commonwealth of Independent States (CIS)
Denis Nkala	UNOSSC Regional Coordinator	UNOSSC Regional Office for Asia and Pacific
Saowalak Sangsomboom	Programme Associate	UNOSSC Regional Office for Asia and Pacific
Yejin Kim	Programme Specialist	UNOSSC Regional Office for Asia and Pacific
Gita Sabharwal	Resident Coordinator	UNRC Office Thailand
JIA Yan	South-South Cooperation Officer	WFP Center of Excellence in China
QU Sixi	Director	WFP Center of Excellence in China
Anna Maria Graziano	Programme Officer	World Food Programme
Gabriela Dutra	Programme Officer	World Food Programme
Carlos Andres Emanuele	Specialist-Thematic Focus Area-Health	World Health Organisation/ Pan American Health Organization
Maria Urbina Ferretjans	Program Management Specialist	World Health Organisation/ Pan American Health Organization
Mariana Crespo	External Relations Officer, Department of Country Cooperation and Collaboration	World Health Organisation/ Pan American Health Organization

Annex 5: Results framework

Outcome 1. Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support.	
Output 1.1. Effective secretariat support provided to intergovernmental bodies to make informed and coherent decisions, including the provision of analytical reporting on South-South cooperation.	<ul style="list-style-type: none"> 1.1.1. Number of evidence-based analytical reports prepared to inform the United Nations system and other intergovernmental bodies about recent trends, opportunities and challenges regarding South-South and triangular cooperation (reports of the Secretary-General; reports of the Administrator to the High-level Committee on South-South Cooperation). 1.1.2. Number of issue-based policy dialogues convened at the global, regional and interregional levels and policy briefs produced on South-South cooperation, in collaboration with Member States, the United Nations system and other development partners, to support the achievement of the Sustainable Development Goals and other internationally agreed development goals. 1.1.3. Number of reports, issue papers, policy briefs and dialogues facilitated in the preparation of the Second High-level United Nations Conference on South-South Cooperation. 1.1.4. Support provided to Member States groupings, at their request, for effective dialogue among themselves. 1.1.5. Average number of United Nations system organizations collaborating on the UNOSSC web portal and contributing to reports for intergovernmental deliberations on South-South cooperation and triangular cooperation. 1.1.6. Number of intergovernmental processes serviced by UNOSSC as secretariat of the High-level Committee on South-South Cooperation and coordinator of South-South cooperation in the United Nations system. 1.1.7. Preparation of a multi-year programme of work for the High-level Committee on South-South Cooperation.
Output 1.2. Coordinated and coherent United Nations system support provided to South-South and triangular cooperation, and progress in the mainstreaming of that cooperation monitored and reported.	<ul style="list-style-type: none"> 1.2.1. United Nations system-wide strategy on South-South cooperation prepared in consultation with the United Nations specialized agencies, funds and programmes. 1.2.2. Number of activities supporting United Nations system coordination of South-South cooperation. 1.2.3. Reports of the Secretary-General on the state of South-South cooperation. 1.2.4. Number of intergovernmental and inter-agency consultations and learning events convened at national and regional levels relating to South-South cooperation. 1.2.5. Number of United Nations agencies taking steps to integrate, operationalize and mainstream South-South and triangular cooperation through the development of strategies, mechanisms, and policy and programming instruments. 1.2.6. Number of United Nations country teams that have South-South and triangular cooperation integrated into their United Nations Development Assistance Framework (UNDAF) and other programming and planning instruments. 1.2.7. Number of capacity development activities organized to support the South-South cooperation activities of development partners. 1.2.8. Establishment of the South-South Climate Cooperation inter-agency group of the United Nations to facilitate South-South cooperation on climate change, including support to the implementation of the South-South Cooperation Action Plan that is a part of the Secretary-General's climate change engagement strategy for 2018-2021. 1.2.9. Inter-agency South-South communications team established to consolidate and coordinate United Nations system advocacy for South-South and triangular cooperation, including around the implementation of the United Nations system-wide strategy on South-South cooperation.

Outcome 2. Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.	
<p>Output 2.1. Expanded platform and network of key Southern stakeholders to map and share Southern development solutions and</p> <p>to advance thought leadership on South-South and triangular cooperation initiatives with the potential to accelerate the achievement of the 2030 Agenda.</p>	<p>2.1.1. Global Coalition of Think Tank Networks for South-South Cooperation successfully operationalized and online platform established.</p> <p>2.1.2. Number of individual think tanks engaged in e-discussions organized on the South-South Global Thinkers online platform and in events, workshops and research initiatives.</p> <p>2.1.3. Establishment of network of developing-country institutions and practitioners in the areas of poverty eradication, gender empowerment and climate change, among others, to facilitate the identification and dissemination of Southern solutions on demand.</p> <p>2.1.4. Establishment of a global peer-review mechanism, including specialists in poverty eradication, gender, and other areas as needed, to ensure high quality of all UNOSSC-supported publications and facilitate evidence-based decision-making.</p> <p>2.1.5. Number of United Nations system organizations that share information, facilitate dialogue and engage in knowledge-sharing via the UNOSSC web portal and help desk.</p> <p>2.1.6. Number of policy dialogues and knowledge-sharing forums for national Directors-General for Development Cooperation (South and North) convened, at their request, including through the GSSD Expo, to enable peer-to-peer learning, mutual capacity development and follow-up.'</p>
<p>Output 2.2. Developing countries and partner institutions are supported to create and share high-quality knowledge products.</p>	<p>2.2.1. Number of volumes of South-South in Action and other publications launched in partnership with Member States, United Nations agencies, international non-governmental organizations, non-governmental organizations, civil society organizations and think tanks.</p> <p>2.2.2. Number of peer-reviewed scoping papers and policy studies on South-South cooperation produced.</p> <p>2.2.3. Production of independent comprehensive report on South-South cooperation capturing emerging trends through evidence-based analysis.</p> <p>2.2.4. Number of cases compiled for the Good Practices in South-South and Triangular Cooperation for Sustainable Development publication and shared via UNOSSC web portal.</p> <p>2.2.5. Number of United Nations system organizations and other stakeholders contributing case studies to Good Practices in South-South and Triangular Cooperation for Sustainable Development publication.</p> <p>2.2.6. Number of Southern development solutions, including triangular cooperation solutions, showcased at the annual GSSD Expo.</p> <p>2.2.7. Reported outcomes of partnerships formed and initiatives launched as a result of knowledge-sharing at the GSSD Expo.</p> <p>Data base consolidated for easy access to South-South and triangular cooperation solutions.</p>

<p>Output 2.3. Developing countries have access to high-quality advisory services on the application of knowledge to bolster their capacities in the context of the implementation of Agenda 2030.</p>	<p>2.3.1. Number of capacity development workshops, learning events, issue-based policy dialogues, study tours, training courses and seminars organized.</p> <p>2.3.2. Number of users of the South-South cooperation training manuals, curriculums and other documents that are developed and shared.</p> <p>2.3.3. Number of personnel in UNOSSC regional and thematic teams responding to demands for advisory services from developing countries.</p> <p>2.3.4. Number of institutions to which UNOSSC has provided advice on establishing South-South partnerships, initiatives and/or mechanisms in the context of the implementation of Agenda 2030.</p> <p>2.3.5. Number of regional initiatives facilitated by UNOSSC regional offices in order to meet the development demands of respective regions.</p> <p>2.2.8. Partner feedback on utility of knowledge products for policy- and decision-making.</p>
<p>Outcome 3. South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.</p>	
<p>Output 3.1. Multi-stakeholder partnerships forged and resources mobilized in order for the United Nations to coherently support demand-driven South-South and triangular cooperation initiatives and programmes.</p>	<p>3.1.1. Continuity, replenishment and successful implementation of the project portfolios of UNOSSC managed funds.</p> <p>3.1.2. Number of partnership compacts established with relevant United Nations organizations, other intergovernmental organizations, partner countries and other relevant stakeholders.</p> <p>3.1.3. Number of new funding arrangements initiated to support the scaling up of proven Southern development solutions.</p> <p>3.1.4. Funds mobilized through the United Nations Fund for South-South Cooperation, the IBSA Fund, PGTF, the India-UN Partnership Development Fund, the Climate and Sustainability Programme, and other mechanisms for supporting South- South cooperation initiatives.</p> <p>2.3.6. Mechanisms for outreach, advocacy and strategic communication established to support partnership and demand-driven programming.</p>
<p>Output 3.2. South-South and triangular cooperation initiatives and programmes supported with coordinated assistance from the United Nations system.</p>	<p>3.2.1. Number of Southern countries participating in demand-driven initiatives and programmes organized or supported by UNOSSC.</p> <p>3.2.2. Number of United Nations system organizations engaged in thematic programming organized or supported by UNOSSC.</p> <p>3.2.3. Number of development initiatives into which regional coordinator teams (Africa, Arab States, Eastern Europe and the Commonwealth of Independent States, Asia and the Pacific, and Latin America and the Caribbean) integrate South- South cooperation.</p> <p>3.2.4. Number of resident coordinator offices enabled by UNOSSC to respond to the capacity development needs of national focal points for South-South and triangular cooperation at the country level.</p> <p>3.2.5. Number of subnational governments and cities supported to forge South-South and triangular partnerships for sustainable development.</p> <p>3.2.6. Number of women and youth who participate in and lead South-South cooperation initiatives.</p> <p>3.2.7. Number of thematic programmes and/or initiatives established at the demand of developing countries and leveraging United Nations system coordinated support.</p>

Annex 6: Synthesis of SF 2014-2017 recommendations incorporated into SF 2018-2021

SF 2014-2017 Evaluation Recommendations**Integration into SF 2018-2021****R1. UNDS SSTC coordination:**

1. United Nations system-wide South-South cooperation strategy
2. Advise national-level South-South cooperation focal points on integrating South-South and triangular cooperation into UNDAFs and other national policies.

1. Included under indicator 1.2.1 United Nations system-wide strategy on South-South cooperation prepared in consultation with the United Nations specialized agencies, funds and programmes.
2. Included under indicator 3.2.4 Number of resident coordinator offices enabled by UNOSSC to respond to the capacity development needs of national focal points for South-South and triangular cooperation at the country level

R2. SSTC progress reports

Similar information should be consolidated into fewer documents

Not included

R3. Expand secondment programme

Included as an activity to be pursued under output 2.3

R4. Communication:

1. Improved communication, including timely information and exchanges with and between National focal points for South-South cooperation and Directors General for Development Cooperation

Indicator 3.1.5 Mechanisms for outreach, advocacy and strategic communication established to support partnership and demand-driven programming.

R5. Communication:

1. Staff, including regional coordinators, should regularly share their activities and achievements with the Communications and Outreach Unit to ensure coherence and stronger partnership-building

Indicator 3.1.5 Mechanisms for outreach, advocacy and strategic communication established to support partnership and demand-driven programming.

R6. Regional Teams:

1. Work closely with the regional economic commissions, UNDP regional offices and other regional organizations.
2. Work based on two- or four-year work plans with clear allocation of resources to these entities.
3. Active regional offices in Africa and Latin America, with adequate staff and budget

1. Included as an activity to be pursued under output 2.3 and under Programme management,
2. Not included
3. Not included

R7. Enhanced planning and accountability

1. Guiding principles should be drafted for conducting South-South and triangular cooperation programmes and projects.
2. Standardized statistical measures for reporting on budget and project expenditures and funds management would assure potential donors and partners of better accountability and oversight for such programmes.

1. Included under Efficient funds management and as an activity to be pursued under Output 3.1.
2. Included under Programme management, monitoring and evaluation (follow more closely the guidelines set out in the UNDP policies and procedures).

R8. Staff

1. Core staff recruited on regular budget posts
2. More balanced allocation of resources among the various units of UNOSSC.
3. Assessment of human resources and respective budgets available should be carried out.

1. Not included
2. Not included
3. Not included

R9. SSTC Mainstreaming into UNDS

1. Provide advisory services on national-level integration of South-South and triangular cooperation into UNDAFs and other national policies

1. Included under indicator 1.2.6 Number of United Nations country teams that have South-South and triangular cooperation integrated into their United Nations Development Assistance Framework (UNDAF) and other programming and planning instruments.

R10. Advocacy

1. Include advocacy in the work of one of its units, such as the Communications and Outreach Unit.
2. That Unit would need to be strengthened from its current level of two staff members

1. Included under Indicator 3.1.5 Mechanisms for outreach, advocacy and strategic communication established to support partnership and demand-driven programming.
2. Not included

Annex 7: Bibliography

- UNOSSC Strategic Framework (2018-2021)
- Mid-term Review of UNOSSC Strategic Framework (2018-2021), and its management responses
- Final Evaluation Report of UNOSSC Strategic Framework (2014-2017)
- UN System-wide Strategy on SSC and TrC and its Action Plan
- UNOSSC Strategic Framework (2022-2025)
- UNOSSC ROARs, IWPs and AWP (between 2018 to 2021)
- UN Secretary-General's Reports on SSC (between 2018 to 2021)
- UNDP Administrator's Reports on SSC (between 2018 to 2021)
- High-Level Committee (HLC) Reports on SSC, BAPA+40 Outcome document
- Evaluation reports of trust fund projects and their management responses
- Trust Fund Reports (2018-2021); Trust Funds' Guidelines; Select Trust Fund supported project documents and progress reports
- UNOSSC COVID-19 Offer
- UNOSSC OAI Audit Reports (2018-2021)
- UNOSSC knowledge products (2018-2021)
- Multi-year resource allocation and expenditure reports generated from Atlas (2018-2021) – provided by UNOSSC
- Other relevant reports