



Independent  
Evaluation  
Office  
United Nations Development Programme



# **Independent Evaluation of UNOSSC's Support to the Group of 77 and China**

# ACKNOWLEDGEMENTS

The Independent Evaluation Office (IEO) of UNDP would like to thank all those who have contributed to this evaluation.

## IEO Team

**Directorate:** Isabel Mercier (Director) & Alan Fox (Deputy Director)

**Lead Evaluator:** Vijayalakshmi Vadivelu

**Evaluation consultant:** Angela Bester

IEO could not have completed the evaluation without the support of the following:

## Stakeholders and partners

**UNDP and UNOSSC:** Michele Candotti, Chief of Staff and Director ExO; Dima Al-Khatib, Director UNOSSC; Tahmina Anvarova, Strategic Management Specialist; Bhushan Shrestha, Results Management Specialist.

**Other stakeholders and partners:** Pedro Luis Pedroso Cuesta, Permanent Representative of Cuba and former Chair of G77; Neil Pierre, Acting Permanent Representative of Guyana and former Chair of G77; Adonia Ayebare, Permanent Representative of Uganda and current Chair of G77.

# ACRONYMS

G77	Group of 77 and China
HLC	High-level Committee (on South-South Cooperation)
IEO	Independent Evaluation Office (of UNDP)
PGTF	Perez-Guerrero Trust Fund for South-South Cooperation
SSC	South-South cooperation
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
UNOSSC	United Nations Office for South-South Cooperation

# FOREWORD

Various General Assembly resolutions have consistently affirmed the importance of South-South Cooperation in the 2030 Agenda for Sustainable Development. Given the imperative to respond sustainably to the impact of the COVID-19 pandemic and to build resilience, South-South cooperation remains crucial for achieving the development priorities and goals of Member States. As the United Nations' lead institution on South-South Cooperation, the United Nations Office for South-South Cooperation (UNOSSC) is mandated to collaborate with institutions within and outside the United Nations system to advance the South-South Cooperation agenda.

The Independent Evaluation Office (IEO) of UNDP evaluated the support provided by UNOSSC to the G77, and the operationalization of the Perez-Guerrero Trust Fund for South-South Cooperation. Conducted between October 2023 and February 2024, this evaluation was requested by UNOSSC and the UNDP Executive Office. This evaluation offers UNOSSC options to consolidate technical support to the G77 and its Office in furthering South-South cooperation.

The evaluation highlighted the substantial and highly valued financial and technical support offered by UNOSSC to the G77 through the Office of the Chair for over a decade. This assistance aligns effectively with the G77's mission of empowering Global South nations to champion their collective economic interests. However, as the G77's mandate extends beyond South-South cooperation, UNOSSC had to address a broader range of technical requirements. Additionally, the capacity needs within the Office of the Chair are yet to be addressed to ensure well-coordinated support for the G77.

Given the completion of the project, the evaluation recommends that UNOSSC should explore alternative avenues to sustain technical assistance for the G77 and the Office of the Chair. This support should be clearly defined, fully aligned with UNOSSC's Strategic Framework, and aimed at fostering increased South-South cooperation. Drawing upon its extensive experience and networks, opportunities exist for UNOSSC to facilitate collaboration with the South Centre, regional G77 chapters, and UN agencies to fulfil the Office of the Chair's technical support needs. UNOSSC also should use its operational support to the Perez-Guerrero Trust Fund for South-South Cooperation to enhance member-state engagement in South-South cooperation.

We at IEO hope this assessment will guide UNOSSC's future support for the G77, ensuring alignment with its Strategic Framework to further South-South cooperation.



**Isabelle Mercier**

Director

UNDP Independent Evaluation Office

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# EXECUTIVE SUMMARY

## Background

The United Nations Office for South-South Cooperation (UNOSSC) has been providing support to the Group of 77 and China (hereafter G77) through: (i) the Strengthening the Capacity of the Office of the Chair of the Group of 77 in Support of South-South Cooperation for Development Project, 2017–2023; (ii) fund management services to the Perez-Guerrero Trust Fund for South-South Cooperation (PGTF); (iii) collaboration with the South Centre (an intergovernmental body established in 1995, replacing the South Commission); and (iv) other demand-driven initiatives.

Between October 2023 and February 2024, the Independent Evaluation Office (IEO) of UNDP evaluated the overall support provided by UNOSSC to the G77 in support of South-South cooperation (SSC) and related support to the PGTF operationalization.

## Key findings

The Office of the Chair of the Group of 77 and China (hereafter Office of the Chair) and its Secretariat are financed by the UNOSSC and contributions of the Member States, with UNOSSC as its largest contributor over the past 10 years. For the period 2017–2023, UNOSSC provided \$3,491,610, amounting to 14.36 percent of its total core programming resources. A significant proportion of UNOSSC resources went towards the salary of the Executive Secretary and other staff-related expenditures of the Office of the Chair. While the funding gap between the UNOSSC and Member States has begun to narrow, reflecting some improvement in Member States' contributions and in the paying of their arrears, the resources available for SSC continue to be minimal. Resource allocations from the PGTF have decreased since 2017, further limiting SSC activities.

UNOSSC support to the Office of the Chair has yielded mixed outcomes. The overall support is broadly in line with the mandate of the G77 to provide the means for countries of the Global South to articulate and promote their collective economic interests. The mandate of G77 is much broader than South-South cooperation, and there is an expectation that UNOSSC should respond to a range of needs. Supporting substantive technical requirements of the G77 engagement was beyond the capacity of the current Secretariat of the Office of the Chair. While the UNOSSC intends to be responsive to the needs of the G77, the lack of a strategic and coherent programme of support and engagement has reduced its contribution. UNOSSC did not sufficiently leverage its support to the Office of the Chair and its proximity to the G77 to advance the SSC agenda. Engagement between UNOSSC and the Chair was weak, which is much needed to collaborate on opportunities for advancing SSC and to gaps in the activities undertaken.

Management of UNOSSC support to the Office of the Chair was not optimal for promoting SSC. Weak reporting arrangements meant that UNOSSC had limited information on the agreed activities in support to the Office of the Chair and its Secretariat as part of the annual work plan. Reliance on the PGTF has also led to a significant decrease in the focus of the Chair's office on SSC. In addition,

limiting the role of UNOSSC to PGTF operational support reduced the scope for engaging in SSC activities and leveraging them for mobilizing further support.

UNOSSC support to the Office of the Chair has not addressed sustainability issues. The capacity of the Office has not been substantively and technically strengthened to promote SSC. As the bulk of the financial support was to fund the salary of the Executive Secretary heading the Secretariat, there were limited efforts to strengthen the institutional capacities of the Office of the Chair and to enable systems and processes for professionalizing the Office.

## Conclusions

**Conclusion 1:** UNOSSC's financial and technical support to the G77 was significant and valued by the Group. However, despite providing critical support to the G77 and the Office of the Chair, SSC was not central to such support. The completion of the project supporting the Office of the Chair in December 2023 calls for redefining UNOSSC's engagement within a renewed partnership, which emphasizes South-South cooperation.

**Conclusion 2:** Opportunities were missed in enabling collaboration with the South Centre and regional chapters of the G77 to meet the demand for technical support from the Office of the Chair.

**Conclusion 3:** UNOSSC's engagement was uncoordinated, fragmented, and lacked accountability measures. Poor attention to accountability mechanisms and reporting systems reduced the opportunities for optimizing the organization's assistance to the Office of the Chair in promoting SSC.

**Conclusion 4:** The absence of a resource mobilization strategy to ensure the financial sustainability of the Office of the Chair is a significant concern that is yet to be addressed.

## Recommendations

**Recommendation 1:** Recognizing the Project completion in December 2023, UNOSSC should now identify other means to continue providing technical support to the G77 and the Office of the Chair. This continued support should be articulated in a structured offer of programmatic and technical services to the G77 and Office of the Chair, which is fully aligned with UNOSSC's Strategic Framework and designed to promote greater South-South cooperation.

**Recommendation 2:** UNOSSC should support the G77 and China via the Chair in establishing a plan to address the resource and technical capacity needs of the Office of the Chair, consistent with the Chair's mandate for such a plan from the Third South Summit.

**Recommendation 3:** UNOSSC should establish measures to provide technical support in areas mutually identified with the Chair, and it should draw on its extensive experience and networks to facilitate high-quality advice and technical expertise on the SSC issues that the Chairs have been mandated to deal with.

**Recommendation 4:** UNOSSC should support the Chair in exploring options to facilitate cooperation between the G77 in New York and the Regional Chapters.

**Recommendation 5:** Upon request from the Chair, UNOSSC should consider providing strategic advice and technical expertise for strengthening the Office of the Chair, that supports the G77 priorities, in line with outcomes of the Third South Summit.

**Recommendation 6:** UNOSSC should engage strategically with the PGTF to promote SSC and to enhance funding for SSC activities.



# CHAPTER 1. INTRODUCTION

## 1.1. BACKGROUND

The United Nations Office for South-South Cooperation (UNOSSC) has the mandate and central role as the focal point for promoting and facilitating South-South and triangular cooperation (SSTC) for development on a global and United Nations system-wide basis,<sup>1</sup> and also serves as the secretariat for the General Assembly High-level Committee on South-South Cooperation. UNOSSC receives policy directives from the General Assembly through the High-level Committee on South-South Cooperation, the main policy-making body on South-South cooperation in the United Nations system.

UNOSSC is hosted in UNDP, and the Director of UNOSSC reports to the UNDP Administrator. UNOSSC's annual report is presented as an annex to the Administrator's Report to the Executive Board, which takes note of the UNOSSC Strategic Framework. Resolution 3251 of the 29th Session of the General Assembly "endorses the establishment of a special unit with United Nations Development Programme to promote technical cooperation . . . ."<sup>2</sup> Decisions adopted by the High-level Committee on South-South Cooperation at its 17<sup>th</sup> Session (A/67/39), which "Reaffirms the mandate of the Special Unit for South-South Cooperation, hosted by the United Nations Development Programme, as a separate entity and coordinator for promoting and facilitating South-South and triangular cooperation for development on a global and United Nations system-wide basis, decides to rename the Special Unit for South-South Cooperation the 'United Nations Office for South-South Cooperation'.<sup>3</sup>

The UNOSSC has been providing support to the Group of 77 and China (hereafter G77) through: (i) the Strengthening the Capacity of the Office of the Chair of the Group of 77 in Support of South-South Cooperation for Development Project, 2017–2023 (hereafter 'Project'); (ii) fund management services to the Perez-Guerrero Trust Fund for South-South Cooperation (PGTF); (iii) collaboration with the South Centre (an intergovernmental body established in 1995, replacing the South Commission); and (iv) other demand-driven initiatives.

Between October 2023 and February 2024, the Independent Evaluation Office (IEO) of UNDP evaluated the overall support provided by UNOSSC to the G77 in support of South-South cooperation (SSC) and related support to the PGTF operationalization.

The specific objectives of the evaluation were to:

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1 BAPA+40 Outcome Document, para 24.

2 Para 1.

3 Para 8.

- i. Assess progress and outcomes achieved through the overall support provided by UNOSSC to the Office of the Chair in support of South-South cooperation.
- ii. Assess UNOSSC’s fund management services to the Perez-Guerrero Trust Fund for South-South Cooperation and collaboration with the South Centre.
- iii. Analyse the efficiency and effectiveness of the resources provided by UNOSSC, and the lessons learned while implementing UNOSSC’s overall support to the Office of the Chair in support of SSC.
- iv. Identify potential options for UNOSSC and partners to consolidate technical and programmatic support to the Office of the Chair in support of SSC in results-oriented processes and sustainable outcomes.

The report of this evaluation will inform the Report of the UN Secretary-General on the State of South-South Cooperation, UNDP Administrator’s Annual Report to the Executive Board, and High-level Committee-mandated reports. The evaluation will also inform the measures of the Office of the Chair of the Group of 77 and China (hereafter Office of the Chair), which has been requested by the Third Summit of the G77 to establish an open-ended working group to study ways of strengthening the G77 and the Secretariat of the Office of the Chair.<sup>4</sup>

### Box 1. Evaluation Questions

1. To what extent was the overall UNOSSC support to the Office of the Chair in support of SSC in line with the mandate of the G77, its needs and priorities?
2. What results were achieved by the overall UNOSSC support to the Office of the Chair in support of SSC? What factors facilitated the achievement of results, and what factors constrained the achievement of results?
3. How efficient was the use of UNOSSC resources by the Office of the Chair in achieving the expected results of UNOSSC support?
4. To what extent are the results achieved with UNOSSC’s support to the Office of the Chair in support of SSC sustainable?

## 1.2. METHODOLOGY AND APPROACH

The evaluation conducted a desk review of documents, including the annual reports of activities of the Chair of the G77, financial reports of the United Nations Office for Project Services (UNOPS), strategic frameworks and past reviews conducted by UNOSSC, and relevant General Assembly resolutions. The list of documents consulted is shown in Annex A. The evaluation interviewed past and current Chairs of the Office and UNOSSC and UNDP staff members. The evaluation prioritized the four key questions outlined in Box 1.

## 1.3. LIMITATIONS

The Evaluation Team did not interview the Executive Secretary and other staff members of the Office of the Chair due to their reluctance to meet. The Evaluation Team interviewed the current Chair and

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<sup>4</sup> Group of 77 and China, Third South Summit Outcome document (Kampala: January 2024).

two former Chairs, all of whom possessed detailed knowledge of the G77 and China Secretariat's operations.

The Evaluation Team approached UNOPS, the implementation partner for the Strengthening the Capacity of the Office of the Chair of the Group of 77 in Support of South-South Cooperation for Development Project, 2017–2023. However, UNOPS staff declined to be interviewed as they believed that the financial reports that were provided to the Project Board would meet the information needs of the evaluation.

## CHAPTER 2. UNDP AND UNOSSC SUPPORT TO G77

The importance of South-South cooperation in the 2030 Agenda for Sustainable Development has been affirmed and reaffirmed by resolutions of the General Assembly. With the imperative to respond sustainably to the impact of the COVID-19 pandemic and build resilience, SSC remains an important means to achieving the development priorities and goals of Member States. SSC is operationalized within the United Nations system at the global, regional, and national levels through four roles, namely:

- **Convenor/advocate:** Bringing parties together to facilitate policy dialogue and coordinate policies and strategies for SSC, and advocating for inclusion of SSC in policy discussions;
- **Knowledge broker:** Linking supply and demand for expertise, experience, and technology, and identifying, documenting, and disseminating good practices;
- **Partnership builder:** Building and facilitating inclusive partnerships and strategic alliances for mobilizing expertise and resources;
- **Analyst and progress monitor:** Collecting and analysing data on SSC, reporting, and following up on major intergovernmental decisions.

### Box 2. Definitions of the key concepts used in this report

**South-South cooperation (SSC):** “. . . a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources, and technical know-how and regional and interregional collective actions, including partnerships involving governments, regional organizations, civil society, academia, and the private sector, for their individual and/or mutual benefit within and across regions. SSC is considered to complement North-South cooperation and Triangular cooperation.”

**Triangular cooperation:** “. . . involves Southern-driven partnerships between two or more developing countries supported by a developed country(ies)/or multilateral organization(s) to implement development cooperation programmes and projects.”

**Source:** [Framework of operational guidelines on United Nations support to South-South and triangular cooperation](#)

### 2.1. UN OFFICE FOR SOUTH-SOUTH COOPERATION (UNOSSC)

UNOSSC’s approach is to catalyse United Nations agencies into action rather than act as sole implementers. It convenes other entities within the United Nations system to mainstream SSC into their strategies and programmes and provides technical guidance on SSC to Member States and United Nations entities. UNOSSC provides catalytic resources to SSC initiatives and projects in areas identified by developing countries.

In 2018, UNOSSC established the Inter-Agency Mechanism for South-South Cooperation with the membership of over 40 United Nations agencies. This mechanism enables the UNOSSC to

encourage joint United Nations support to SSTC initiatives, share information, and coordinate inputs from United Nations agencies into intergovernmental processes pertaining to South-South cooperation.

As the United Nations' lead institution on SSC, UNOSSC has the mandate to collaborate with institutions outside the United Nations system in order to advance the SSC agenda. Its leadership position on SSC also places it in a position of convening and connecting institutions of the United Nations system with external institutions that have an interest in SSC. UNOSSC's mandate on SSC does not mean that it does not engage with the Global North, as South-South cooperation is complementary to North-South cooperation.

One of UNOSSC's key functions is to manage funds that have been established to support SSC initiatives. These include the United Nations Fund for South-South Cooperation, which serves as a pooled funding mechanism with multiple contributing partners; the India-United Nations Development Partnership Fund; the IBSA Fund; and the Perez-Guerrero Trust Fund (PGTF) for South-South Cooperation. The PGTF was established by General Assembly Resolution A/RES/38/201 as far back as 1983 for the specific purpose of supporting activities in economic and development cooperation among developing countries.

UNOSSC plays a pivotal role in advancing SSC by researching and analysing data to guide policy and programme development that enhances SSC. Under the guidance of the High-level Committee on South-South Cooperation, UNOSSC promotes the adoption of SSC methods both globally and within the UN system. Key activities include servicing intergovernmental bodies such as the High-level Committee to support informed SSC policy-making; boosting the effectiveness of UN support, especially through UNDP, for SSC initiatives; and assisting developing countries in embedding SSC into their national policies and programmes. Additionally, UNOSSC provides technical advice to UN Member States and partners on integrating SSC and triangular cooperation into their development strategies and UN operational programmes. The strategic direction of UNOSSC is significantly shaped by the outcomes and resolutions from the High-level Committee and various executive board meetings of UNDP/UNFPA/UNOPS.

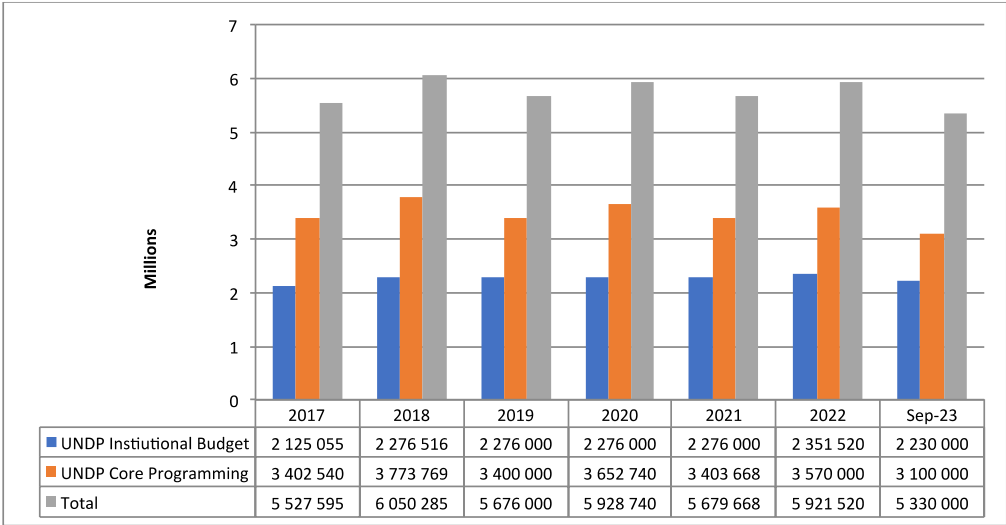
The co-creation and management of knowledge on SSC is another means through which UNOSSC advances the SSC agenda. The UNOSSC Strategic Framework 2022–2025 identifies knowledge co-creation and management as one of its key services and has established a knowledge management unit for this purpose. UNOSSC has launched the South-South Galaxy, a digital interactive platform on SSTC. UNDP hosts UNOSSC as per the General Assembly resolutions, more recently being the Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation adopted by the UN General Assembly.<sup>5</sup> UNDP support to the office of the Chair was in response to the Nairobi outcome document of the High-level United

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<sup>5</sup> [Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation \(BAPA+40 Outcome Document\)](#), which was adopted by UNGA through Resolution A/RES/73/291.

Nations Conference on South-South Cooperation.<sup>6</sup> UNOSSC is predominantly funded by UNDP, hosting and financing the office, and thus enabling a more structured engagement of the United Nations system in SSC and triangular cooperation (see Figure 1). Figure 1 shows the funding received from UNDP from 2017 to September 2023. On average, over 60 percent of the allocation is for UNDP core programming, and the average annual allocation is about \$5.7 million. UNOSSC follows the programme and operations policies and procedures of UNDP, the hosting agency, and the latter provides operational support in human resources, financial management, procurement, legal, and ICT.

**Figure 1: Funding from UNDP to UNOSSC, 2017–2023 in US\$**

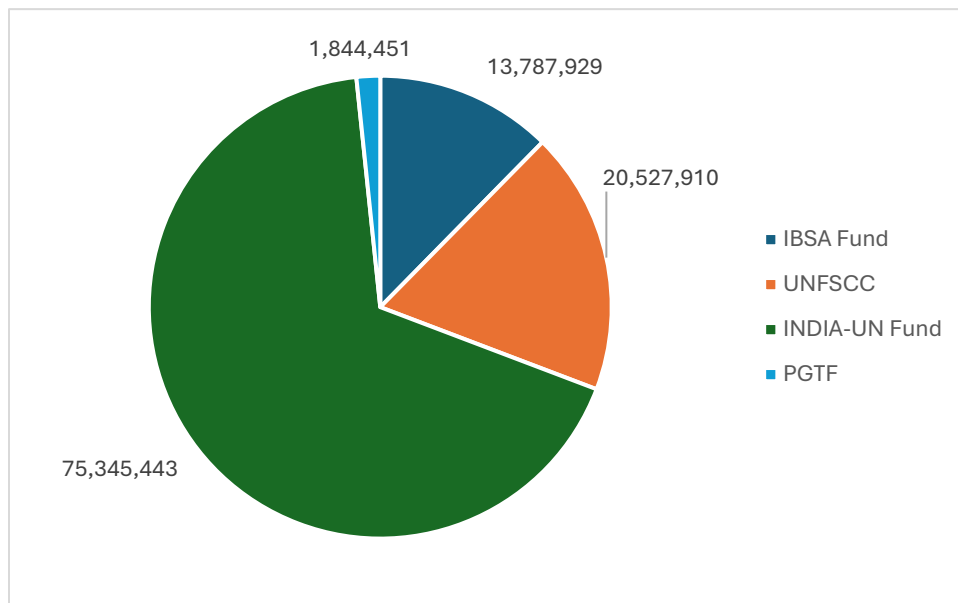


Source: UNOSSC, 2023

UNOSSC administers the funds for SSC initiatives. The India-UN Development Partnership Fund is by far the largest of the funds managed, which supports demand-driven projects with a focus on Least Developed Countries and Small Island Developing States. The \$74.5 million provided to date is 50 percent of the total \$150 million committed by the Government of India over a period of 10 years. The Perez-Guerrero Trust Fund is the smallest of the funds administered by the UNOSSC.

<sup>6</sup> [Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation/UN GA Resolution A/RES/64/222.](#)

**Figure 2: Funds administered by UNOSSC, 2017–2023 in US\$**



Source: UNOSSC PSU, 2023

## 2.2. UNOSSC SUPPORT TO THE OFFICE OF THE CHAIR

The G77 was established at the United Nations in New York on 15 June 1964 by 77 countries, signatories to the Joint Declaration of the Seventy-Seven Developing Countries issued at the first session of UNCTAD. The G77's permanent structure evolved in 1967 following the first ministerial meeting in Algiers that year. The G77 has chapters with liaison offices in Geneva, Nairobi, Paris, Rome, and Vienna, where it is hosted by the United Nations Conference on Trade and Development; United Nations Environment Programme; United Nations Educational, Scientific and Cultural Organization; Food and Agriculture organization; International Fund for Agricultural Development; and United Nations Industrial Development Organization, respectively. The Group of 24<sup>7</sup> is located in Washington, DC, where it is hosted by the World Bank and the International Monetary Fund. There are currently 134 Members of the G- 77.<sup>8</sup>

The G77 is an intergovernmental forum through which countries of the Global South can promote their collective economic interests and use their collective voice in negotiations on major international economic issues within the United Nations system. The G77 is founded on the principles of solidarity among developing countries of the Global South and is recognized as a major proponent of South-South cooperation within the United Nations system.

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<sup>7</sup> The Group of 24 on International Monetary Affairs and Development was established in 1971 as a Chapter of the G77. It coordinates the position of developing countries on monetary and development issues in deliberations and decisions of the Bretton Woods Institutions. See <https://www.g24.org/>.

<sup>8</sup> See <https://www.g77.org/doc/>.

The Office of the Chair was established in 2000 at the First South Summit in Havana, at which the Havana Programme of Action (HPA) was adopted.

From the mandate given to the Chair by the Havana Programme of Action, it is evident the Office of the Chair has a substantive role. It has a strategic role as the ‘connector’ between the G77 and the various entities within the United Nations system and organizations outside the United Nations system. The mandate is also clear that the Office of the Chair has a critical role to play in building the knowledge base of the Group through commissioning research and collaboration with research institutions and think tanks, especially those of the Global South.

As one of the primary agendas of the G77’s formation is to use its collective voice in negotiations within the United Nations system, the Group is involved in a large number of negotiations at any given time. The average number of draft resolutions submitted annually by the G77 between 2012 and 2022 was 42, which was higher than the average of the previous decade, notwithstanding the impact of the COVID-19 pandemic on the activities of the Group.

The Secretariat and the Office of the Chair serve as the ‘nerve centre’ of the Group, coordinating the inputs from Member States to draft resolutions. The Chair is also responsible for issuing statements on behalf of the G77 (more than 100 per year) and is reported to involve careful crafting and consultations with Member States.

The Office of the Chair plays a crucial role in supporting both the Chair of the G77 and China and the Group as a whole. Its responsibilities encompass a blend of administrative tasks and substantive technical assistance to the Chair. The day-to-day operations of the Office are overseen by a small secretariat consisting of three dedicated staff members: an Executive Secretary and two personnel from General and Conference Services, who assist with the logistical aspects of meetings conducted within the United Nations precinct.

As for the Secretariat’s functions, it holds the responsibility of managing the Group’s calendar and arranging various meetings, including those of significant bodies such as the Committee of Experts for the Perez-Guerrero Trust Fund for South-South Cooperation; the Consortium for Science, Technology, and Innovation for the South; and the Global System of Trade Preferences. Additionally, the Office is entrusted with the task of safeguarding the Group’s documents, which entails maintaining a comprehensive archive of its records and overseeing the upkeep of the G77 website.

### **UNOSSC support to the Office of the Chair**

The overall support of UNOSSC to the Office of the Chair falls into four components, and the support goes beyond financing the staff positions in the Secretariat.

Project: Strengthening the capacity of the Office of the Chair in support of South-South Cooperation for Development.

The project initially covered two years, 2017 to 2018, with funding from UNOSSC of \$1 million, and was amended in 2018 to support the Office of the Chair for an additional period of five years, from 2019 to 2023. The project aimed to strengthen the research, administration, and negotiation capacities of the Office, and to enhance the capacity of the Office by building linkages with other



institutions and think tanks, especially those of the Global South. The United Nations Office for Project Services was appointed as the implementing partner of the project, responsible for project management, which includes procurement, financial management, and financial reporting.

### **Administration of the Perez-Guerrero Trust Fund (PGTF)**

The PGTF supports economic and technical cooperation among developing countries. It provides seed funding for feasibility studies and reports prepared by professional consultants from developing countries, as well as funding for facilitating the implementation of projects. As the PGTF offers catalytic funding, the grants are small at \$30,000, but these will increase to \$35,000 in 2024. The PGTF projects are implemented by UNDP country offices.

### **Support to build linkages with other institutions**

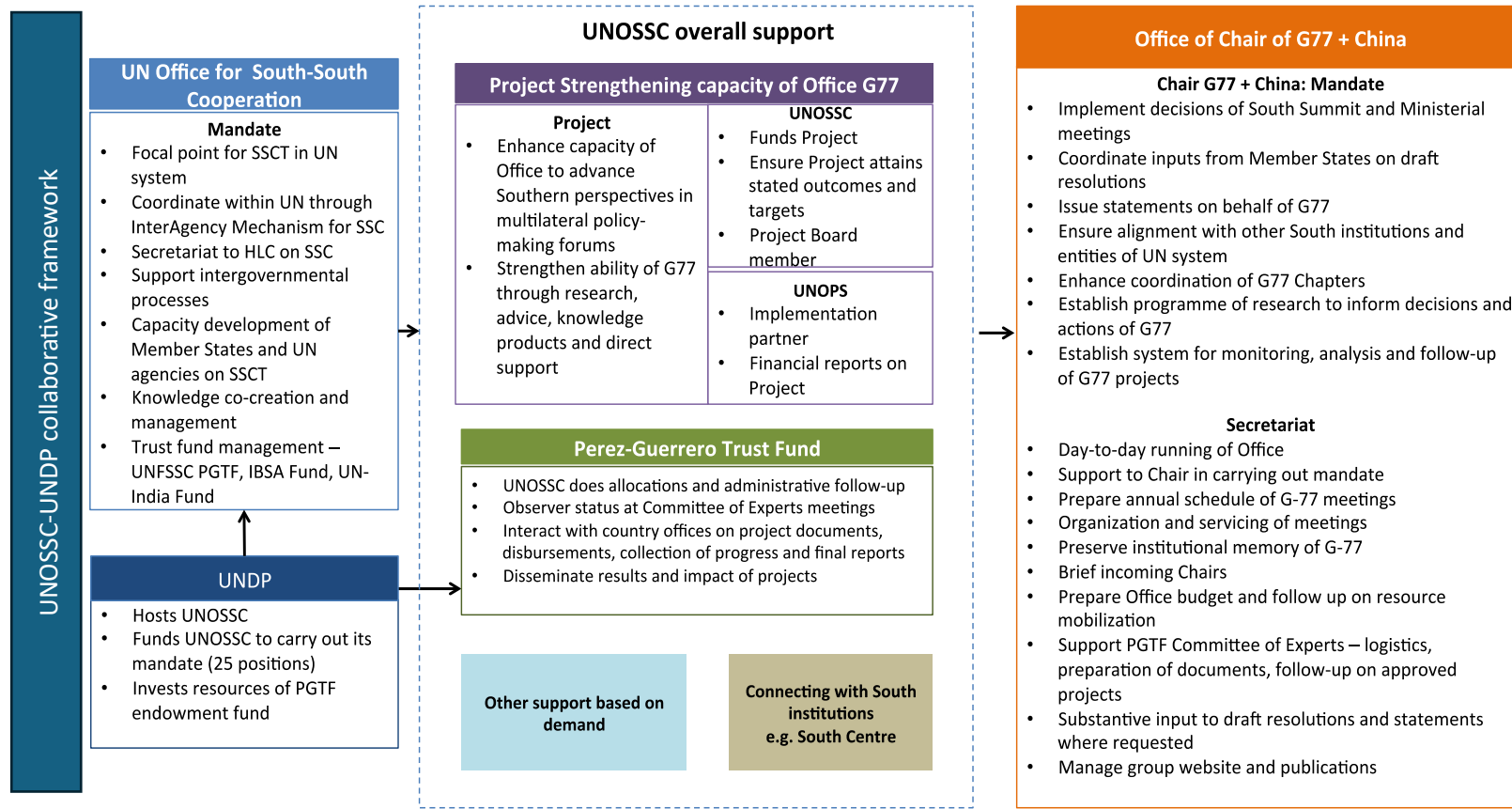
UNDP and UNOSSC established and support the South-South Global Thinkers, a global coalition of networks of think tank networks for South-South cooperation. Part of the capacity strengthening envisaged under the project included enhancing the capacity of the Office of the Chair to build linkages with think tanks, including the South Centre. There are MoUs between UNOSSC and the South Centre and the Islamic Development Bank.

### **Other support on demand**

UNOSSC provides support in response to specific requests from Member States. This includes providing technical comments on draft resolutions and statements prepared by Member States, providing information on aspects of SSTC, and responding to requests for capacity-building.

Figure 4 (below) provides a snapshot of the mandates of UNOSSC, the Office of the Chair, and the support provided by UNOSSC.

**Figure 4: Overview of mandates and support to the Office of Chair**



Source: Evaluation Team’s own construction

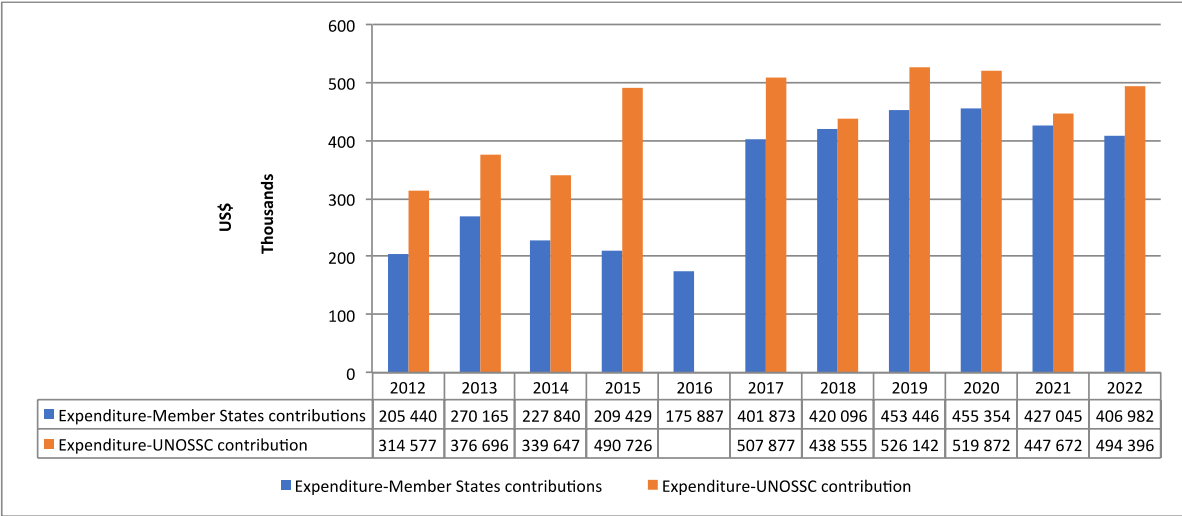
# CHAPTER 3. FINDINGS

## 3.1. FINANCING THE OFFICE OF THE CHAIR

**Finding 1.** The Office of the Chair is financed from different streams of funding, with UNOSSC as its largest contributor over the past 10 years. UNOSSC’s contribution is substantial, amounting to 14.36 percent of its total core programming resources. A significant proportion of UNOSSC resources went towards the salary of the Executive Secretary and other staff-related expenditures.

UNOSSC is a significant contributor to the finances of the Office of the Chair, and for the past 10 years expenditure using UNOSSC contributions accounted for more than half of the total expenditure of the Group’s Office. The gap between the UNOSSC and Member State funding streams has begun to narrow, reflecting some improvement in Member State contributions and payment of their arrears (Figure 5). For the period 2017–2023, UNOSSC provided funding to the Office of the Chair totalling \$3,491,610, representing 14.63 percent of UNOSSC’s core programming resources – a sizeable proportion. The Office of the Chair also receives support from UNDP regional bureaus on request.

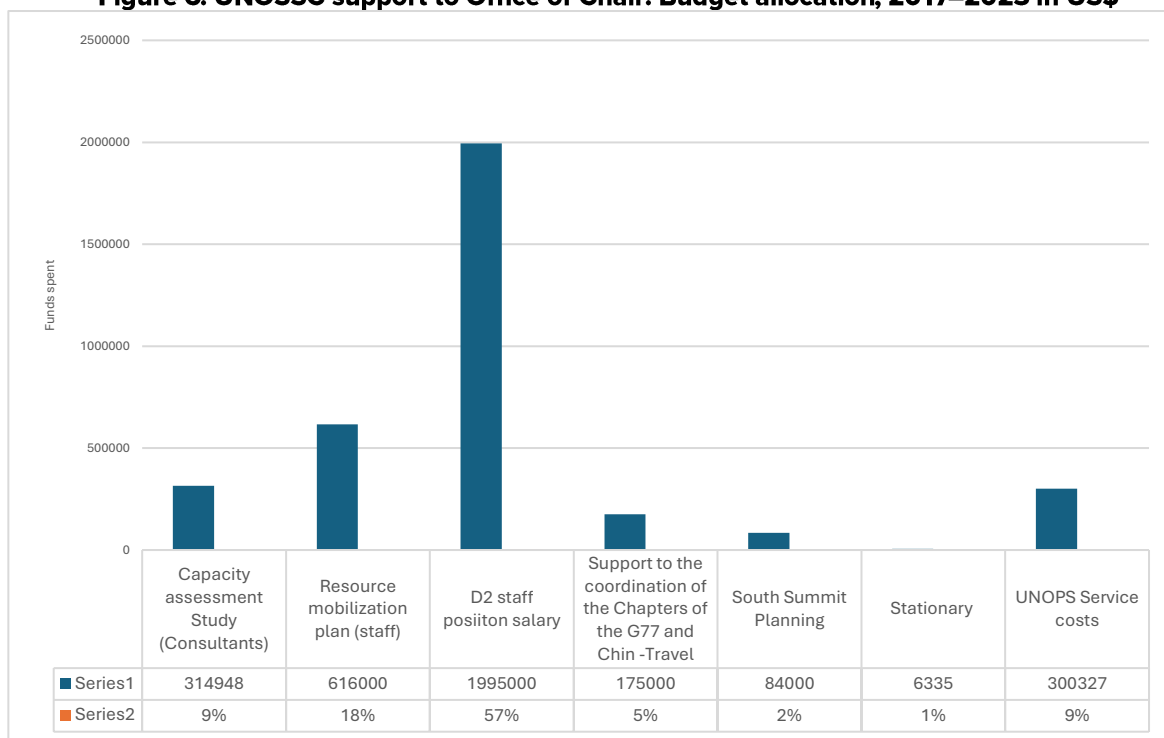
**Figure 5. Expenditure: Office of the Chair, 2012–2022**



Source: Capacity Assessment and Evaluation Report, June 2023

The budget allocation for the main activities planned for the project is shown in Figure 6. The budget allocation for funding the D2 position in the Office of the Chair was the largest single budget item and represented 57 percent of the total project funds. Other activities identified for support include an assessment of the capacity of the Office of the Chair (9 percent); the development of a resource mobilization plan, which was predominantly for staff positions (18 percent); support for coordination of the Chapters of the G77 (5 percent); and planning of the Third South Summit. The UNOPS service costs comprised 9 percent of the expenditure (see Figure 6).

**Figure 6: UNOSSC support to Office of Chair: Budget allocation, 2017–2023 in US\$**



Source: UNOSSC Project Revision Document, December 2018

In addition, the Office of the Chair is funded through mandatory and voluntary contributions of Member States and the interest earned on bank deposits of the Group. An analysis of the Group’s contributions found that about 50 Member States had fully paid their annual contribution of \$5,000, and that the increase in revenue from contributions over the past decade is mainly payments of arrears. The lack of a mechanism for the periodic and timely contributions of Member States has created a degree of unpredictability of the Group’s financial resources.<sup>9</sup>

At the time of data collection for this evaluation, funding from UNOSSC for the Executive Secretary position had concluded. While the evaluation lacks information on the future management of funding for this position, the Office of the Chair has managed the funding gap to some extent.

<sup>9</sup> Report of the capacity assessment and evaluation commissioned under the project “Strengthening the capacity of the Office of the Chair in support of South-South Cooperation” (June 2023).

## 3.2. UNOSSC SUPPORT TO THE OFFICE OF THE CHAIR

**Finding 2.** The overall support that UNOSSC provided to the Office of the Chair is broadly in line with the mandate of the G77 to provide the means for countries of the Global South to articulate and promote their collective economic interests. However, the G77 mandate is much broader than South-South cooperation, and there is an expectation that UNOSSC should respond to a range of needs. Supporting substantive technical requirements of the G77 engagement was beyond the capacity of the current Secretariat of the Office of the Chair.

UNOSSC supported the Office of the Chair in General Assembly discussions and drafting resolutions. A key area of Secretariat support to the Chair of the Group is the coordination of inputs from Member States in preparing comments on issues to be discussed at major intergovernmental meetings and events, including the drafting of resolutions of the Group and statements issued by the Chair on behalf of the Group. The drafting and tabling of resolutions and inputs to the committees of the General Assembly and the Economic and Social Council as well as the declarations of the Group's Ministers of Foreign Affairs give substantive form to the Group's mandate of representing the collective voice of the Global South within the United Nations system. It is important to note that this work was supported by various units of UNOSSC, although not in a coordinated manner.

UNOSSC had been partially successful in fulfilling the priorities to enhance the institutional capacity of the Office of the Chair to advance Southern perspectives in policy-making forums and, in doing so, promote South-South cooperation throughout the United Nations system and beyond. There is limited evidence on fulfilling several activities, for example, strengthening the research, administration, and negotiation capacities of the Office, and enhancing the capacity of the Office by building linkages with other institutions and think tanks, especially those of the Global South, which were all part of the agreed plan of activities as part of UNOSSC support.

The annual reports on the activities of the Chairs of the G77 show that a significant part of their work entailed coordinating inputs and positions of the Group to the various committees of the General Assembly so as to present the collective voice of the Global South in policy discussions. In June 2023, the Office of the Chair assessed the institutional capacity of the Office of the Chair as part of the project 'Strengthening the Capacity of the Office of the Chair in Support of South-South Cooperation'. The capacity assessment and evaluation found that the volume and complexity of issues the G77 engaged in within the United Nations system had increased, placing a huge demand on the Office of the Chair and the Secretariat.

Many of the issues covered by the Chair do not pertain to SSC but are nevertheless important for the G77. There was an expectation that UNOSSC supported all the key activities of the Office of the Chair.<sup>10</sup> The Chairs of the G77 consulted during the evaluation reiterated the need for operational and technical support to the Chair so as to meet the demands on the Secretariat from the Member States. The Chairs also indicated that they had to rely on support from their countries when the

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<sup>10</sup> See Minutes of G-77/UNOPS/UNOSSC Project Board Meeting 21 (November 2023).

Secretariat was unable to do so. Given the huge demand on the small secretariat, South-South cooperation was not always prioritized. It also needs to be pointed out that the Capacity Assessment and Evaluation Report noted the huge demand placed on the small-sized Secretariat for various needs of the Group.

**Finding 3. UNOSSC support to the G77 and the Office of the Chair has been done through different lines of activities. While UNOSSC seeks to be responsive to the needs of the G77, its support is fragmented. Lack of a strategic and coherent programme of support and engagement has reduced UNOSSC's contribution, thus there is a risk it is not sufficiently leveraging its proximity to the G77 to advance the SSC agenda.**

Over the years UNOSSC support to the G77 has been a set of discrete activities with no formal or structured engagement with the Office of the Chair, reducing its level of strategic engagement. The Annual Project Board meeting was the only formal meeting among the Director of UNOSSC, the Chair of the G77, and the Executive Secretary. In the case of the Perez-Guerrero Trust Fund, the report of the Committee of Experts forms part of the document package distributed to the members of the Project Board. However, there has been no substantive engagement on the report among UNOSSC, the Chair, and the Executive Secretary. Similarly, there has been limited strategic engagement between UNOSSC and the Perez-Guerrero Trust Fund, as discussed later.

UNOSSC also engaged with the developing countries that are members of G77 in their individual Member State capacity, or as members of another fund managed by UNOSSC, namely, the United Nations Fund for South-South Cooperation, the IBSA Fund, and the India-UN Fund – all of which are intended for South-South Cooperation but are not necessarily part of the UNOSSC agenda of supporting the Office of the Chair.

**Finding 4. UNOSSC support to the Office of the Chair has yielded mixed outcomes. There is a clear need for strategic engagement between UNOSSC and the Chair. This engagement is essential not only to support the project but also to collaborate on SSC. However, due to limited engagements between UNOSSC and the Chair, efforts to address gaps in current initiatives and identify new opportunities for advancing SSC have been significantly hindered. The capacity of the Office of the Chair has not been substantively and technically strengthened to promote SSC.**

The overriding objective of the support to the Office of the Chair was to strengthen the Secretariat to provide substantive and technical support to the Chair to advance the SSC agenda. The staff of the Secretariat performed the following functions in support of the Chair of the Group, of which the focus on SSC was often limited:

- Support to negotiation processes, including preparation of background notes and information on precedents;
- Planning of the Third South Summit;
- Organization of Annual Meetings of Ministers of Foreign Affairs;
- Assistance to the Chair at meetings, and to negotiations as requested;
- Preparation of annual work plan, budget preparation, and management;
- Organization of coordination meetings with other Chapters;
- Support to the Committee of Experts of the PGTF;
- Document management, including uploading of documents to the Group's website;

- Engagement with UNOSSC.

The Capacity Assessment and Evaluation found that the Secretariat was not adequately staffed to meet the needs of Chairs for substantive and technical support. This view was reiterated in the Annual Reports of the Chairmanship (2020 and 2021) and confirmed in interviews with the Chairs of the Group.

The Chair of the G77 was mandated by the First South Summit in Havana in 2000 to establish a programme of research to inform the positions of the Group. The need to address the gap in research capacity was identified by the G77 and UNOSSC as an area requiring attention when the project was designed in 2016. However, no specific activities were identified for strengthening research capacities.

The need for strengthening research capacity is a recurrent theme from the evaluation interviews and confirmed in the Capacity Assessment and Evaluation. The Assessment concluded that the small size of the secretariat, faced with the increasing volume and complexity of issues involving the G77, does not have the capacity for research and technical work required by the Chairs. The Evaluation Team was informed that Chairs often relied on the support provided by their respective countries for research and technical work, and in some instances on the support from UNDP regional bureaus.

The Chair has the mandate to foster relations with other research institutions, especially those of the Global South, so that research is responsive to the needs of the Global South and so the research agenda is driven by the Global South for solutions that meet its development needs. The South Centre, as an institution established by Member States, is one such research institution. The Chairs confirmed that they have been unable to establish any links with the South Centre and have identified this as an area where the UNOSSC could have supported them by facilitating networking. A relationship with the South Centre and other think tanks will enable the Chair to leverage the research capacities and existing knowledge resources of these institutions to enable SSC. It is worth noting that the South Centre, in its statement for the Third South Summit, reaffirmed its commitment to supporting the G77 to achieve the sustainable development objectives and priorities of the Global South.<sup>11</sup>

The Third South Summit, originally scheduled for 2020, took place in January 2024. While some of the delay was due to the COVID-19 pandemic, capacity constraints of the Office of the Chair, which was responsible for planning and other preparatory tasks, was considered as part of the reason for the delay.

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<sup>11</sup> Statement delivered by the South Centre at the Third South Summit, Kampala, Uganda (21–23 January 2024), <https://www.southcentre.int/wp-content/uploads/2024/01/SC-Statement-for-the-3rd-South-Summit.pdf>.

### 3.3. SUPPORT TO THE PEREZ-GUERRERO TRUST FUND (PGTF)

**Finding 5. Resource allocations from the PGTF have decreased since 2017, limiting SSC activities. The heavy reliance on the PGTF has also led to a significant decrease in the focus of the Chair's office on SSC. UNOSSC's role with regard to the PGTF was limited to operational support.**

UNOSSC played an administrative and facilitation role concerning the Perez-Guerrero Trust Fund, which falls within the overall responsibility of the G77 and mandates the G77 to fund projects that promote SSC. The PGTF supports economic and technical cooperation among developing countries. The Fund provided seed funding for feasibility studies and reports prepared by professional consultants from developing countries, as well as for facilitating the implementation of projects. The Committee of Experts met annually to consider new proposals, review progress with existing projects, and the financial position of the Fund. Funded projects have been tracked and project summaries have been uploaded onto the G77 website. The PGTF projects were implemented by UNDP country offices.

Overall, the Office of the Chair and UNOSSC engaged with the PGTF effectively. UNOSSC supported the PGTF's Committee of Experts with information on the availability of funds and followed up with country offices on project documentation, authorization for disbursement, collecting reports, and inquiries on behalf of the Committee of Experts. UNOSSC also promoted the PGTF through publications, for example, the recent publication "Celebrating 40 years of South-South Cooperation: Perez-Guerrero Trust Fund." The UNDP Treasury also contributes to the PGTF, investing resources of the capital fund on behalf of the G77. UNOSSC had a limited role in the operationalization of the fund.

The annual allocation of PGTF resources to projects in 2023 was considerably lower than the allocation in 2017. Lower allocations in 2021 can be partially explained by the COVID-19 pandemic and limited resources available from Member States to complement the Fund. However, annual allocations have been below \$500,000 since 2000 except for 2001, 2002, 2007, and 2017. According to the Committee of Experts, the low-interest rate environment has reduced the volume of funds available for new projects, as they are funded from interest earned on the Fund's capital. The Committee recommended a new resource mobilization strategy to increase the core capital of the PGTF so that funding could be more predictable, setting a target of \$10 million and focusing resource mobilization on Member States of the Group.<sup>12</sup> The Committee recommended that an appeal be made at the Third South Summit for support to expand the resources of the PGTF, and this appeal is reflected in paragraph 154 of the Summit's Outcome Statement. However, there is limited evidence that this effort has led to an increase in the resource base for SSC activities.

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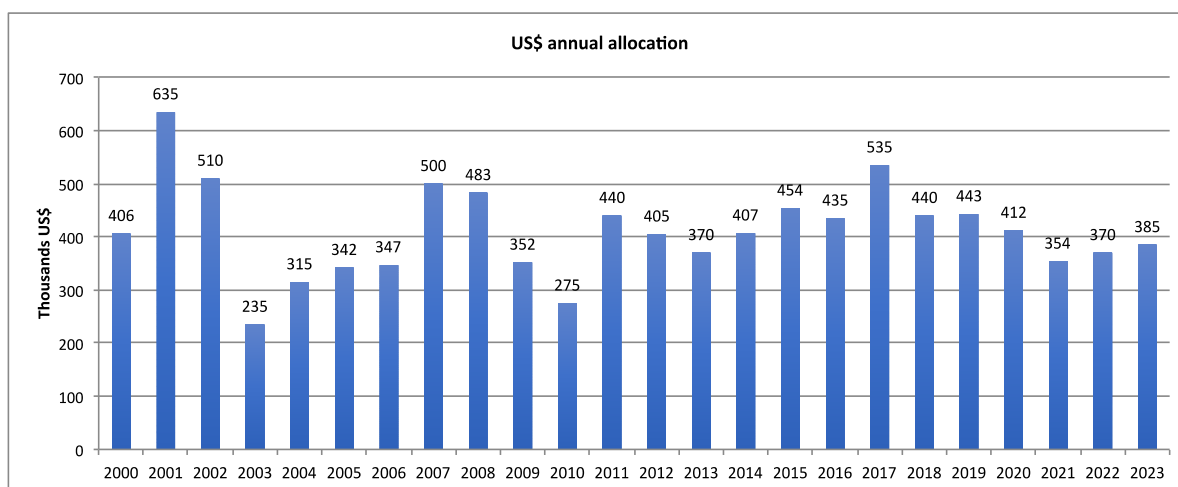
<sup>12</sup> Report of the Thirty-Eighth meeting of the Committee of Experts of the Perez-Guerrero Trust Fund for South-South Cooperation (New York: 25–28 July 2023).



UNOSSC has published an information brochure highlighting the achievements of the PGTF over the 40 years of its existence, and recently commenced a systematic analysis of completed projects to identify good practices that can be applied for scaling up or replication.

Decisions on the PGTF are the prerogative of the G77 and China, based on recommendations from the Committee of Experts, and UNOSSC has limited engagement in matters related to funding decisions or with the Committee of Experts. This is a missed opportunity given UNOSSC’s technical expertise in SSC and role as a fund manager.

**Figure 7: Annual allocations from PGTF, 2000–2023**



Source: UNOSSC, 2023

### 3.4. OPERATIONAL EFFICIENCY

**Finding 6. The management of the UNOSSC support to the Office of the Chair was not optimal for promoting SSC. Weak reporting arrangements meant that UNOSSC had limited information on the agreed activities in support to the Office of the Chair and its Secretariat as part of the annual work plan.**

UNOPS provided financial management services to the Project, and it prepared quarterly financial statements, which were shared with UNOSSC and the Office of the Chair. The last financial statement (third quarter of 2023) shows a small surplus of \$113,016, and the Project Board decided that the surplus would be used to support the Third South Summit.<sup>13</sup> The financial statements available to the evaluation do not include a breakdown of expenditures, so it is not possible to determine from the reports if the funds were spent following the annual work plan and budget. The annual project

<sup>13</sup> Draft Minutes of Project Board meeting held 21 November 2023.

expenses shown in UNOPS reports are consistent, reflecting that most expenses are likely related to personnel costs.

According to the original Project Document, the Project Board was expected to meet bi-annually to review progress and to plan for the coming year. The Project Board in the past years managed to meet only annually and did not meet at all in 2022. Apart from the financial reports submitted by UNOPS, the Project Board does not receive a project report on progress against the annual work plan. Instead, the Project Board receives financial statements, the annual report of the activities of the Chair, the Programme of Work of the Group, resolutions and statements, the annual Ministerial Declaration, and reports on specific matters that the Office of the Chair has been mandated to deal with. Despite UNOSSC repeatedly requesting UNOPS to submit progress reports in 2023, no narrative progress reports were received.

In the UNOSSC 2016 project funding document there is mention of the project assurance role that UNOSSC is supposed to fulfil, providing independent oversight and monitoring to ensure that the agreed milestones of UNOSSC funding are effectively managed and completed. However, the evaluation did not find evidence of UNOSSC carrying out these activities. The Capacity Assessment study and resource mobilization strategy were integral components of the original project planned for 2017. However, the Capacity Assessment, initiated in 2020, was only concluded in June 2023, a notably extended timeframe for such a study, especially given its high priority for the G77. Since the report was shared with the Project Board during the November 2023 meeting, there has been no significant discussion regarding the report's findings, recommendations, and the subsequent course of action. Furthermore, the project failed to develop a resource mobilization strategy and action plan as outlined in the project work plan. Surprisingly, there were no inquiries raised about the resource mobilization strategy during any of the Project Board meetings.

A review of the Project Board minutes revealed that meetings typically occurred in the last quarter of the year, coinciding with the conclusion of the Chair's term. Given that the Project Board convened only once annually, this setup leaves the incoming Chair with minimal or no opportunity to engage with UNOSSC regarding the specific support required for their tenure. There seems to be a lack of collaborative strategizing and planning between UNOSSC and the Office of the Chair. While the needs of the Chairs and the Office are acknowledged during Project Board meetings, these discussions do not suffice for effective planning. This represents a missed chance to establish connections with UNDP and other UN initiatives related to SSC.

Regular interaction between UNOSSC and the Office of the Chair outside the confines of Project Board meetings appears to be infrequent, further reducing opportunities for strategic engagement and exploring avenues for promoting SSC.

UNOSSC support to the administration of the PGTF is considered important. UNOSSC, however, did not make use of its access to the knowledge base generated by the PGTF to advance the SSC agenda or to Member State involvement in SSC policymaking and implementation. UNOSSC is aware of this opportunity presented and is taking steps to leverage this knowledge base.

**Finding 7. UNOSSC support to the Office of the Chair has not addressed sustainability issues. The bulk of the financial support was to fund the salary of the Executive Secretary heading the Secretariat. There were limited efforts to strengthen the institutional capacity of the Office of the Chair and to enable systems and processes for professionalizing the Office. The PGTF contribution, while important, was not sufficient for supporting the SSC activities of the G77.**

The Capacity Assessment and Evaluation study commissioned last year was the first step to look at the support more broadly, and to understand how UNOSSC support complemented office capacities. The study, however, focused on human resources capacity and to some extent on the financial resources available to the Office of the Chair. It did not assess, for example, the adequacy of systems and procedures of the Office of the Chair for more efficient functioning.

The reports from the Chairs, along with consultations with the Chairs of the Group, have highlighted a significant capacity gap within the Office of the Chair: the absence of documented procedures. Notably, the Group lacks a handbook or manual outlining its procedures and those of the Office. Chairs' reports for the terms 2020 and 2021 underscored the invaluable role played by the Secretariat's institutional and historical knowledge. This knowledge proves especially vital in the absence of written rules or consistently documented working methods, and only sporadically documented working methods from past decisions taken at the Ministerial or Summit level.<sup>14</sup> Interviews with former Chairs indicate that the staff of the Office of the Chair are the custodians of institutional memory within the Office, owing to their extensive tenure. They hold extensive knowledge of the Group's operations and serve as the primary link in the transition between outgoing and incoming Chairs. However, the absence of comprehensive documentation poses a significant risk to the G77. The lack of institutionalization of staff functions and work processes meant that there was excessive reliance on individuals holding undocumented institutional memory.

There was limited attention to holding staff accountable for their performance. The Capacity Assessment report did not touch on the issue of accountability and performance management frameworks for the Office of the Chair. Consultations point out that the Executive Secretary reports to the Chair of the Group. While the Chair is responsible for managing the performance of the Executive Secretary, there appears to be no formal accountability or performance management system in place to guide the respective Chairs of the Group or to systematically document performance.

The absence of a resource mobilization strategy to ensure the financial sustainability of the Secretariat and its Office remains a critical concern. Given the limited funding sources, there is an imperative to explore alternative avenues for resource mobilization and to urge Member States to promptly and fully meet their contributions. Despite plans for supporting collaboration with other institutions, such initiatives did not materialize as intended. Acknowledging these challenges, the Outcome Statement of the Third South Summit in January 2024 has tasked the Chair with

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<sup>14</sup> "Report of the 2020 Chairmanship of the Group of 77 and China by the Cooperative Republic of Guyana," p.18; and "Report of the 2021 Chairmanship of the Group of 77 and China by the Republic of Guinea," p. 17.

establishing an open-ended working group. This group is mandated to identify innovative approaches to address the human and financial resource needs of the Office of the Chair, among other objectives. The working group is expected to submit a report to the Annual Ministerial Meeting at an appropriate juncture. This provides opportunities for UNOSSC to help the Office of the Chair to strategically address this issue.

As indicated in Finding 5, funding from the PGTF has remained stagnant since its inception. The PGTF is currently engaged in efforts to mobilize resources aimed at augmenting its core capital, which is crucial for establishing a reliable flow of interest revenue to support the funding of new proposals of the Office of the Chair.

# CHAPTER 4. CONCLUSIONS AND RECOMMENDATIONS

Building on the findings outlined in the previous chapter, this chapter presents key conclusions and recommendations. These recommendations consider the completion of the project while acknowledging the continued provision of technical support.

## 4.1. CONCLUSIONS

**Conclusion 1: UNOSSC's financial and technical support to the G77 was significant and valued by the Group. However, despite providing critical support to the G77 and the Office of the Chair, SSC was not central to such support. The completion of the project supporting the Office of the Chair calls for redefining UNOSSC's engagement within a renewed partnership, which emphasizes South-South cooperation.**

A significant proportion of UNOSSC funds went towards the salary of the Executive Secretary and other staff-related expenditures. In addition, UNOSSC provided technical support to coordinating inputs from Member States for major intergovernmental meetings and events, including drafting resolutions and statements on behalf of the G77. Such support notwithstanding, opportunities to enhance the outcomes of UNOSSC support to the G77, particularly regarding SSC activities, have been missed. The SSC, especially for Least Developed Countries and Small Island Developing States, was not prioritized. While financial support to staff positions was aimed at promoting SSC, these investments as well as technical support to the Group were not used for this purpose. UNOSSC has not leveraged its operational support to PGTF to promote SSC among the G77 and for greater engagement with the Member States on SSC. There remains untapped potential for stronger collaboration and partnership aimed at promoting and strengthening SSC within the Group.

**Conclusion 2: Opportunities were missed in enabling collaboration with the South Centre and regional chapters of the G77 to meet the demand for technical support from the Office of the Chair.**

While the support from UNOSSC is appreciated by the G77, it has fallen short in meeting the substantive and technical capacity requirements within the Office of the Chair. Limited consideration given to collaboration with the South Centre and regional chapters reduced the opportunities for technical strengthening and promoting SSC. Meeting the demands for technical support also requires leveraging the work and expertise of UN agencies and networking, which is yet to receive attention. UNOSSC is well-positioned to enable this through inter-agency mechanisms (including UNDP) and other partnerships it has established.

**Conclusion 3: UNOSSC's engagement was uncoordinated, fragmented, and lacked accountability measures. Poor attention to accountability mechanisms and reporting systems for UNOSSC support reduced the opportunities for optimizing UNOSSC's assistance to the Office of the Chair in promoting SSC.**

Lack of an accountability framework and a structured approach to UNOSSC support not only impeded resource optimization but also undermined the potential for meaningful collaboration in advancing the objectives of SSC among the G77 and other support to the group. There was a notable

absence of an institutional framework governing the operations of the Office of the Chair (including accountability processes) and documented procedures, which highlights a significant capacity gap. This not only contributed to poor accountability of UNOSSC support but also posed a risk to the institutional memory, continuity, and effectiveness of the Office.

**Conclusion 4: The absence of a resource mobilization strategy to ensure the financial sustainability of the Office of the Chair is a significant concern that is yet to be addressed.**

The lack of a resource mobilization strategy for the Office of the Chair is a pressing concern. Given limited funding sources for the Office of the Chair, exploring alternative avenues and ensuring that Member States promptly fulfil their contributions is crucial. While this is the responsibility of the Chair, given their short tenure only limited efforts were made in this direction. Despite plans for collaboration with other institutions, such efforts did not materialize as intended. The Third South Summit mandated the Chair to establish a working group to address resource needs and submit a report to the Annual Ministerial Meeting. This provides an opportunity for UNOSSC to assist the Office of the Chair in strategically addressing this issue.

## 4.2. RECOMMENDATIONS

**Recommendation 1: Recognizing the Project completion in December 2023, UNOSSC should now identify other means to continue providing technical support to the G77 and the Office of the Chair. This continued support should be articulated in a structured offer of programmatic and technical services to the G77 and Office of the Chair, which is fully aligned with UNOSSC's Strategic Framework and designed to promote greater South-South cooperation.**

UNOSSC should clarify its engagement within a renewed partnership strategy, which emphasizes South-South cooperation and includes support activities such as knowledge management and research, development solutions, trust fund management support, access to the UN system, and capacity-building of the Office of the Chair. UNOSSC should have a clear value proposition to advance the SSC agenda in supporting the Group and the Office of the Chair.

The partnership strategy should set out agreed accountability modalities and reporting systems for the support that UNOSSC will provide to the G77 and the Office of the Chair.

**Recommendation 2: UNOSSC should support the G77 and China via the Chair in establishing a plan to address the resource and technical capacity needs of the Office of the Chair, consistent with the Chair's mandate for such a plan from the Third South Summit.**

UNOSSC support should be guided by the priorities expressed in the Third South Summit Outcome Document. The Third South Summit Outcome Document reiterated the Group's strong support for the mandate of the UNOSSC and its role as the articulator of SSC in the United Nations system and called upon the UNOSSC to strengthen its support for SSC projects. UNOSSC should use the opportunity created by the Third South Summit to define its engagement with the G77 on matters of SSC, strengthening the partnership between the Group and the United Nations system.

**Recommendation 3: UNOSSC should establish measures to provide technical support in areas mutually identified with the Chair. UNOSSC should draw on its extensive experience and networks to facilitate high-quality advice and technical expertise on the SSC issues the Chairs have been mandated to address.**

Leveraging the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, UNOSSC should facilitate coordinated technical support from various UN agencies. Additionally, in collaboration with UN agencies and UN Department of Economic and Social Affairs, UNOSSC should assist the Chair in gaining access to the research capabilities of Southern institutions, including the South Centre, to enable effective technical support.

The need for substantive and technical support and research capacity has been a priority for the Group, and these are areas that UNOSSC should prioritize in its support to the Office of the Chair. UNOSSC should play the role of connector between the Office of the Chair and UN agencies and other institutions. As the convenor of the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, UNOSSC is well positioned to facilitate technical support from UN agencies and UN entities to G77.

**Recommendation 4: UNOSSC should support the Chair in exploring options to facilitate cooperation between the G77 in New York and the Regional Chapters.**

UNOSSC should support the Chair to explore options for common modalities to facilitate cooperation among the Chapters of the G77, as raised at the Third South Summit. It should consider using the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation and/or the agencies in the capitals where the Chapters are hosted to assist in exploring different modalities.

**Recommendation 5: Upon request from the Chair, UNOSSC should consider providing strategic advice and technical expertise to strengthen the Office of the Chair that supports the G77 priorities and are in line with outcomes of the Third South Summit.**

The Third South Summit is in line with the Chair of the Group to establish an open-ended working group to identify, among other things, innovative approaches to address the resource and staffing requirements of the Secretariat. The Capacity Assessment and Evaluation report confirmed the under-resourcing of the Secretariat for the functions it was expected to perform, but it did not elaborate on its recommendations for increasing the capacity of the Secretariat. UNOSSC should support the efforts of the Chair through strategic advice and technical expertise towards consolidating the capacity of the Office of the Chair.

UNOSSC should provide strategic advice to the Office of the Chair in developing a partnership and resource mobilization strategy to ensure the financial sustainability of the Group's activities on SSC. Given the limited funding sources, exploring alternative avenues and encouraging Member States to fulfil their contributions promptly are crucial steps.

**Recommendation 6: UNOSSC should engage strategically with the PGTF to promote SSC and to enhance funding for SSC activities.**

UNOSSC should extend its role beyond merely providing operational support to PGTF. Rather, it should take an active role in the fund disbursement processes and facilitate the integration of various

SSC activities, linking with technical support to ensure that SSC initiatives are interconnected and mutually reinforcing. By doing so, UNOSSC can help to create a more cohesive and effective network of SSC initiatives, enhancing the overall effectiveness and reach of these initiatives.



# CHAPTER 5. MANAGEMENT RESPONSE

**Name of the Evaluation:** Independent Evaluation of UNOSSC's Support to the Group of 77 and China

**Date:** October 2023 and April 2024

Prepared by: Bhushan Shrestha (in consultative manner), RBM Specialist, UNOSSC

Cleared by: Dima Al-Khatib, UNOSSC Director, UNOSSC

Input into and update in ERC: Bhushan Shrestha, UNOSSC

**Evaluation recommendation 1.** Recognizing the Project completion in December 2023, UNOSSC should now identify other means to continue providing technical support to the G77 and the Office of the Chair. This continued support should be articulated in a structured offer of programmatic and technical services to the G77 and Office of the Chair, which is fully aligned with UNOSSC's Strategic Framework and designed to promote greater South-South cooperation.

UNOSSC should clarify its engagement within a renewed partnership strategy, which emphasizes South-South cooperation and includes support activities such as knowledge management and research, development solutions, trust fund management support, access to the UN system, and capacity-building of the Office of the Chair. UNOSSC should have a clear value proposition to advance the SSC agenda in supporting the Group and the Office of the Chair.

The partnership strategy should set out agreed accountability modalities and reporting systems for the support that UNOSSC will provide to the G77 and the Office of the Chair.

## **Management response: Fully agreed**

UNOSSC fully agrees with this recommendation. It will develop and rollout a consolidated plan to support the G77 and China and its Chair in a consultative manner engaging the relevant stakeholders including the G77 Chair, the Bureau of the High-Level Committee on South-South Cooperation, UNDP, UN Inter-Agency Mechanism for South-South and Triangular Cooperation among others. The consolidated plan will be aligned with the four key services prioritized in the UNOSSC Strategic Framework 2022-2025 including - Intergovernmental support; Capacity development; Knowledge management; and Trust fund management. The plan will be aligned with UNOSSC's Integrated Results and Resources Framework 2022-2025 - to measure the progress of the UNOSSC support provided to the G77 and China and its Chair.

The UNOSSC support to the G77 and China and its Chair will be planned, implemented, and monitored through the UNOSSC's Integrated Work Plan and Annual Work Plan following UNDP's corporate procedure, and its progress will be reported through the UNOSSC's Annex to an Annual Report of the UNDP Administrator to the UNDP Executive Board and the relevant intergovernmental reports. UNOSSC will dedicate senior policy advisory capacity to ensure needed quality support.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (not initiated/ initiated/ completed)
1.1 Development and rollout of a consolidated plan offering support to the G77 and China and its Chair in a more integrated and result-oriented manner.	Dec 2024	UNOSSC/Directorate		Initiated
1.2 Organize periodic meetings between UNOSSC and the G77 Chair to review progress and lessons of UNOSSC's support to the G77 and China and its Chair.	Dec 2024	UNOSSC/Directorate		Initiated
1.3 UNOSSC to dedicate senior policy advisory capacity to ensure needed quality support to G77 and China and its Chair.	August 2024	UNOSSC/Directorate		Initiated
1.4 Produce mid-year and year-end progress reports on the UNOSSC's support to the G77 and China and its Chair – including the inputs to the UNOSSC's Annex to an Annual Report of the UNDP Administrator to the UNDP Executive Board and the relevant intergovernmental reports. (mid-2024 to end-2025)	Jan 2026	UNOSSC/Directorate		Not initiated

**Evaluation recommendation 2.** UNOSSC should support the G77 and China via the Chair in establishing a plan to address the resource and technical capacity needs of the Office of the Chair, consistent with the Chair's mandate for such a plan from the Third South Summit.

UNOSSC support should be guided by the priorities expressed in the Third South Summit Outcome Document. The Third South Summit Outcome Document reiterated the Group's strong support for the mandate of the UNOSSC and its role as the articulator of SSC in the United Nations system and called upon the UNOSSC to strengthen its support for SSC projects. UNOSSC should use the opportunity created by the Third South Summit to define its engagement with the G77 on matters of SSC, strengthening the partnership between the Group and the United Nations system.

**Management response: Fully agreed**

UNOSSC fully agrees with this recommendation. It will provide technical and advisory support to the G77 and China via the Chair in establishing a plan to support implementing priorities expressed in the Third South Summit Outcome Document – as per mutual agreement in a demand-driven approach. The Office will also provide technical support to the G77 and China via the Chair in the development and rollout of the partnership and resource mobilization plan – as per mutual agreement in a demand-driven approach.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (not initiated/ initiated/ completed)
2.1 Conduct mapping of the 3 <sup>rd</sup> South Summit Outcome Document to identify entry points for UNOSSC’s support.	August 2024	UNOSSC/Directorate		Initiated
2.2 Referring to management key action 1.1, provide technical and advisory support to the G77 Chair in establishing a plan to support implementing priorities expressed in the Third South Summit Outcome Document – as per mutual agreement in a demand-driven approach.	July 2025	UNOSSC/Directorate/All UNOSSC teams		Not initiated
2.3 In conjunction with policy advisory support mentioned in the management response to the recommendation 1, provide technical support to the G77 and China via the Chair in the development and roll out of the partnership and resource mobilization plan – as per mutual agreement in a demand-driven approach.	July 2025	UNOSSC/Directorate		Not initiated

**Evaluation recommendation 3.** UNOSSC should establish measures to provide technical support in areas mutually identified with the Chair. UNOSSC should draw on its extensive experience and networks to facilitate high-quality advice and technical expertise on the SSC issues the Chairs have been mandated to address.

Leveraging the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, UNOSSC should facilitate coordinated technical support from various UN agencies. Additionally, in collaboration with UN agencies and UN Department of Economic and Social Affairs, UNOSSC should assist the Chair in gaining access to the research capabilities of Southern institutions, including the South Centre, to enable effective technical support.

The need for substantive and technical support and research capacity has been a priority for the Group, and these are areas that UNOSSC should prioritize in its support to the Office of the Chair. UNOSSC should play the role of connector between the Office of the Chair and UN agencies and other institutions. As the convener of the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation, UNOSSC is well positioned to facilitate technical support from UN agencies and UN entities to G77.

**Management response: Fully agreed**

UNOSSC fully agrees with this recommendation. It will provide coordinated technical support in the areas mutually identified with the G77 Chair. UNOSSC will leverage its knowledge management platforms, research networks and capacities including the South-South Global Thinkers Network, and evidence-based knowledge products to offer high-quality advice and technical expertise on the SSC issues to the G77 and China and its Chair - as per mutual agreement in a demand-driven approach.

UNOSSC will collaborate with the UN Inter-Agency Mechanism for South-South and Triangular Cooperation, including UNDP and DESA, to facilitate technical and research support available from various UN Entities to the G77 and China and its Chair in a coordinated manner. Through the South-South Global Thinker Network, UNOSSC will strengthen collaboration with the South Centre to provide coordinated research support to the G77 and China.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (not initiated/ initiated/ completed )
3.1 In consultation with the G77 and China and based on their assessed priorities, conduct a mapping of the technical and research capacities on SSC available with the UN Inter-Agency Mechanism for South South and Triangular Cooperation, including UNDP	Sep 2024	UNOSSC/Directorate /UNOSSC all teams		Initiated

and DESA, to offer the G77 and China and its Chair.				
3.2 UNOSSC’s technical and research support will be provided as per the key action 1.1 of this management response through development and rollout of a consolidated plan.	Dec 2025	UNOSSC/Directorate/ UNOSSC all teams		Initiated

**Evaluation recommendation 4.** UNOSSC should support the Chair in exploring options to facilitate cooperation between the G77 in New York and the Regional Chapters.

UNOSSC should support the Chair to explore options for common modalities to facilitate cooperation among the Chapters of the G77, as raised at the Third South Summit. It should consider using the United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation and/or the agencies in the capitals where the Chapters are hosted to assist in exploring different modalities.

**Management response: Fully agreed**

UNOSSC fully agrees with this recommendation. It will support the Chair to better facilitate cooperation between the G77 and China in New York and Regional Chapters – in line with the provisions made in the Third South Summit Outcome Document - as per mutual agreement in a demand-driven approach. UNOSSC will conduct a review activity of the different chapters and identify commonalities, challenges and entry points to support strengthening coordination among the chapters in consultation and agreement with the G77 Chair.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (not initiated/ initiated/ completed )
4.1 Review the activities of the different G77 chapters and identify commonalities, challenges and entry points to support strengthening coordination among the chapters in consultation and agreement with the G77 Chair.	Dec 2024	UNOSSC/Directorate/ UNOSSC all teams		Not initiated
4.2 Support development of a coordination mechanism among the regional chapters responding the needs and priorities of the G77 and China.	Dec 2025	UNOSSC/Directorate		Not initiated

**Evaluation recommendation 5.** Upon request from the Chair, UNOSSC should consider providing strategic advice and technical expertise for strengthening the Office of the Chair, that supports the G77 priorities, in line with outcomes of the Third South Summit.

The Third South Summit mandated the Chair of the Group to establish an open-ended working group to identify, among other things, innovative approaches to address the resource and staffing requirements of the Secretariat. The Capacity Assessment and Evaluation report confirmed the under-resourcing of the Secretariat for the functions it was expected to perform, but it did not elaborate on its recommendations for increasing the capacity of the Secretariat. UNOSSC should support the efforts of the Chair through strategic advice and technical expertise towards consolidation of the capacity of the Office of the Chair.

UNOSSC should provide strategic advice to the Office of the Chair in developing a partnership and resource mobilization strategy to ensure the financial sustainability of the Group’s activities on SSC. Given the limited funding sources, exploring alternative avenues and encouraging Member States to fulfil their contributions promptly are crucial steps.

**Management response: Fully agreed**

UNOSSC fully agrees with this recommendation. UNOSSC will consult with the G77 Chair on the needs of the G77 and China and support the efforts of the Chair through strategic advice and technical expertise towards consolidation of the capacity of the Office of the Chair.

Referring to the evaluation management key action 2.3, provide technical support to the G77 and China via the Chair in the development and roll out of the partnership and resource mobilization plan – as per mutual agreement in a demand-driven approach.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (not initiated/ initiated/ completed)
5.1 Following the consultation with G77 Chair on the needs of the G77 and China, support the efforts of the Chair through strategic advice and technical expertise towards consolidation of the capacity of the Office of the Chair.	Dec 2024	UNOSSC/Directorate		Initiated

**Evaluation recommendation 6.** UNOSSC should engage strategically with the PGTF to promote SSC and to enhance funding for SSC activities.

UNOSSC should extend its role beyond merely providing operational support to PGTF. Rather, it should take an active role in the fund disbursement processes and facilitate the integration of various SSC activities, linking with technical support to ensure that SSC initiatives are interconnected and mutually reinforcing. By doing so, UNOSSC can help to create a more cohesive and effective network of SSC initiatives, enhancing the overall effectiveness and reach of these initiatives.

**Management response: Partially agreed**

UNOSSC partially agrees with this recommendation as it requires changes in the existing Terms of Reference of the PGTF, which is beyond the scope of UNOSSC. However, UNOSSC will collaborate with the Chair of G77 in promoting SSC and to enhance SSC activities going beyond providing operational support.

Key action(s)	Completi on date	Responsible unit(s)	Tracking*	
			Comments	Status (not initiated/ initiated/ completed)
6.1 Collaborate with the Chair of G77 to further promote SSC in a more coordinated and result oriented manner together with Member States and UN system.	July 2025	UNOSSC/Directorate/ Trust Fund Team		Not initiated
6.2 Advocate with the G77 and China to strengthen partnership with UNDP and UN Country Teams to optimize impacts of the PGTF.	July 2025	UNOSSC/Directorate/ Trust Fund Team		Not initiated
6.3 Advocate with the G77 and China to strengthen partnership with Member States and other country level partners to optimize impacts of the PGTF.	July 2025	UNOSSC/Directorate/ Trust Fund Team		Not initiated

# ANNEX A: TERMS OF REFERENCE

## Independent Evaluation of UNOSSC Support to the Group of 77 and China Terms of Reference

### Background

South-South and triangular cooperation play an important role in the global cooperation architecture for sustainable development. Its catalytic role as a complement to North-South cooperation has been recognized by major multilateral agreements such as the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Small Island Developing States Accelerated Modalities of Action Pathway, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020, the Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation (BAPA+40),<sup>15</sup> as well as other relevant agreements and United Nations outcomes.

The scale, scope, volume, and number of stakeholders of South-South and triangular cooperation continue to witness exponential growth at all levels, underpinned by the promotion of partnership initiatives through mutual learning and the sharing of knowledge, experiences, and best practices by Southern actors. Today, “South-South cooperation is contributing to the transformation of the norms and principles of international cooperation.”<sup>16</sup>

The United Nations plays a catalytic role by strongly supporting the priorities of Global South partners while becoming a more efficient platform to facilitate connections between Global South governments and multiple actors, such as think-tanks and civil society organizations. The BAPA+40 outcome document reaffirmed the central role of the United Nations Office for South-South Cooperation (UNOSSC) to play the role of focal point and to promote global and United Nations system-wide mechanism to ensure more and better coordination for Southern solidarity. The mandate and the central role of the UNOSSC, hosted by the United Nations Development Programme (UNDP), is to serve as the focal point for promoting and facilitating South-South and triangular cooperation for development on a global and United Nations system-wide basis.<sup>17</sup>

The [Group of 77](#) is an intergovernmental organization of 124 developing countries in the United Nations that provides the countries of the South with the means to articulate and promote their collective economic and development interests and to enhance their joint negotiating capacity on

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<sup>15</sup> [A/RES/73/291](#).

<sup>16</sup> “Report of the Secretary-General on the role of South-South cooperation and the implementation of the 2030 Agenda for Sustainable Development: Challenges and opportunities” ([A/73/383](#)), para. 4.

<sup>17</sup> Second High-level United Nations Conference on South-South Cooperation (BAPA+40) outcome document, <https://www.unsouthsouth.org/wp-content/uploads/2019/10/N1911172.pdf>.



all major international economic issues within the United Nations system, as well as to promote South-South cooperation for development.<sup>18</sup>

UNOSSC and the Group of G77 and China (hereafter G77) have dedicated their efforts to fostering these partnerships. Their longstanding strategic alliances have played a pivotal role in promoting South-South and triangular cooperation on multiple fronts, including economic development, poverty eradication, sustainable development, and most recently responding to and recovering from COVID-19. This alliance also plays a vital role in fostering knowledge-sharing and addressing common challenges faced by developing countries.

UNOSSC has been providing support to the G77 through: (i) the Strengthening the capacity of the Office of the Chair of the G77 in Support of the South-South Cooperation for Development Project, 2017–2023; (ii) fund management services to the Perez-Guerrero Trust Fund for South-South Cooperation (PGTF); and (iii) collaboration with the South Centre and other demand-driven initiatives.

The Strengthening the Capacity of the Office of the Chair of the Group of 77 in Support of South-South Cooperation for Development Project, 2017–2023 was initiated with the aim to enhance the institutional capacity of the Office of the Chair of the Group of 77 and China (hereafter Office of the Chair) to sustainably advance Southern perspectives in multilateral policy-making forums and to promote and facilitate South-South cooperation throughout the United Nations and beyond. UNOSSC contributes to the project, which was established by UNOSSC in coordination with the Office of the Chair, and its implementation has been contracted by UNOSSC to the United Nations Office for Project Services.

The **PGTF** was established by the United Nations in accordance with General Assembly Resolution 38/201 of 20 December 1983. It was renamed with UN General Assembly Resolution A/66/445/Add<sup>2</sup> in November 2011 as the Perez-Guerrero Trust Fund for South-South Cooperation. It is a fund established for the purpose of supporting activities in economic and technical cooperation among developing countries (ECDC/TCDC) that are of critical importance to G77 members in order to achieve national or collective self-reliance, according to the priorities set by them. Over the past four decades, PGTF has supported 141 developing countries with 384 innovative projects focusing on promoting socio-economic development and supporting communities to move forward in their development goals. UNOSSC serves as the PGTF Fund Manager.

The South Centre is an intergovernmental organization of developing countries that helps developing countries combine their efforts and expertise to promote their common interests in the international arena. It responds to requests for policy advice and for technical and other support from the G77.<sup>19</sup> UNOSSC and the South Centre have a longstanding collaboration in promoting South-South and triangular cooperation, including through research and knowledge exchange. The South Centre serves one of the active members of the [South-South Global Thinkers](#) supported by UNOSSC and UNDP. UNOSSC, the South Centre, and the Islamic Development Bank signed a

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<sup>18</sup> See <https://www.g77.org/doc/>.

<sup>19</sup> See <https://www.southcentre.int/about-the-south-centre/>.

Statement of Intent in 2019 to strengthen collaboration in promoting South-South and triangular cooperation.

In addition, UNOSSC has supported a number of **G77 demand-driven initiatives**, including the provision of technical, financial, and substantive support for conferences and sectoral meetings in the area of South-South cooperation. UNOSSC also facilitated support to the Group received through UNDP.

As we mark the 46th anniversary of the 1978 adoption by consensus of the Buenos Aires Plan of Action, the continued efforts and strengthened partnerships will be essential in achieving the United Nations Sustainable Development Goals and equitable outcomes for all nations. In this regard and to ensure the continuance of this fruitful collaboration among UNOSSC, the G77, and relevant stakeholders, an independent evaluation will be conducted covering the overall support of UNOSSC to the G77 that has been taking place through the South-South Cooperation for Development Project, 2017-2023, the PGTF, the South Centre, and other demand-driven initiatives.

### **Purpose, scope, and objectives of the evaluation**

The evaluation will be conducted through the Independent Evaluation Office (IEO) of UNDP in line with UNDP Evaluation Policy and Guidelines and the United Nations Evaluation Group Norms and Standards for Evaluation. It aims to assess progress, results, and impacts of the overall support provided by UNOSSC, and to identify potential options for further technical and programmatic support. The evaluation will also focus on identifying contextual, strategic, and operational factors that enabled the delivery of results and documenting the challenges and lessons learned while implementing overall UNOSSC support.

The report of this evaluation will feed into the Report of the UN Secretary-General on the State of South-South Cooperation, the UNDP Administrator's Annual Report to the Executive Board, and the mandated reports of the High-level Committee on South-South Cooperation (HLC). The independent evaluation report and its management response will be made public, making it accessible to all stakeholders.

This evaluation also responds to the decisions endorsed by the 21st Session of the HLC, which “recognized the need to scale up the resource contributions, specifically, to the United Nations Fund for South-South Cooperation and to the Pérez-Guerrero Trust Fund for South-South Cooperation to support initiatives for all developing countries, including technology transfers among developing countries”; and the decisions endorsed by the 20th Session of the HLC, which “stressed the need for improving the transparency, accountability, efficiency and effectiveness of the United Nations Office for South-South Cooperation.”

The purpose of this independent evaluation is to assess progress and results achieved through overall UNOSSC support to the G77; to assess the efficiency and effectiveness of the use of the resources provided by UNOSSC; and to make recommendations on possible options to enhance further UNOSSC technical and programmatic support.

The evaluation findings and recommendations will be beneficial to Member States, the Office of the Chair, the PGTF Committee of Experts, the G77 Executive Secretariat, UNDP, UNOPS, the Project

Board and staff, the UNDP/UNFPA/UNOPS Executive Board, UNOSSC itself, and other relevant stakeholders. The evaluation findings and recommendations will also inform the mid-term review and final evaluation of the UNOSSC Strategic Framework 2022–2025.

The scope of the evaluation:

The evaluation will cover overall support provided by UNOSSC to the G77 over the period from 2017 to 2023 and will primarily focus on key technical and programmatic aspects.

The key objectives of the evaluation are as follows:

- Assess progress and outcomes achieved through the overall support provided by UNOSSC to the Office of the Chair in support of South-South cooperation.
- Assess UNOSSC’s fund management services to PGTF and collaboration with the South Centre.
- Analyse the efficiency and effectiveness of the resources provided by UNOSSC, and the lessons learned while implementing overall UNOSSC support to the Office of the Chair in support of South-South cooperation.
- Identify potential options for UNOSSC and partners to consolidate technical and programmatic support to the Office of the Chair in support of South-South cooperation in result-oriented processes and sustainable outcomes.

The evaluation will address key questions and issues, including:

<b>Evaluation criteria</b>	<b>Evaluation questions</b>
Relevance/ Coherence	<p>a. To what extent was UNOSSC’s overall support to the Office of the Chair in support of South-South cooperation in line with the mandates of the G77, UNOSSC, and UNOPS, and to the needs of the Southern countries, and how well were they aligned with priorities established in the BAPA+40 Outcome document, HLC decisions, relevant UN resolutions, and the UNOSSC Strategic Frameworks?</p> <p>b. To what extent has UNOSSC’s overall support to the Office of the Chair in support of South-South cooperation been appropriately responsive to economic, development, and institutional changes in the contexts of the Global South and the United Nations?</p> <p>c. To what extent are the functions and activities of the Office of the Chair in support of South-South cooperation relevant to the overall mandate and role of UNOSSC?</p> <p>d. How relevant was UNOSSC’s overall support in strengthening the capacity and functions of the Office of the Chair in support of South-South cooperation for the Least Developed Countries and those faced with multiple crises?</p> <p>e. How relevant were the UNOSSC fund management services to the PGTF and its collaboration with the South Centre?</p>

Effectiveness	<ul style="list-style-type: none"> <li>a. What outcomes were achieved by UNOSSC's overall support to the Office of the Chair in support of South-South cooperation? What outcomes were specifically achieved as result of UNOSSC's overall support for the Least Developed Countries and those faced with multiple crises?</li> <li>b. To what extent has UNOSSC's overall support to the Office of the Chair in support of South-South cooperation promoted positive changes in gender equality and the empowerment of women and those at the risk of being left behind?</li> <li>c. What factors of UNOSSC's overall support contributed to the effectiveness of the functions of the Office of the Chair in support of South-South cooperation?</li> <li>d. In which areas was UNOSSC's overall support to the Office of the Chair the most successful? Why, and what were the facilitating factors?</li> <li>e. In which areas did UNOSSC's overall support to the Office of the Chair in support of South-South cooperation have the fewest achievements or met with challenges? What were the constraining factors and why?</li> <li>f. Based on the progress and achievements, which areas should UNOSSC's support to the Office of the Chair build on or expand?</li> <li>g. How effective was UNOSCC in the fund management services to the PGTF and in collaboration with the South Centre? What was achieved through this support?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>a. To what extent have the management structure and resources supported by UNOSSC to the Office of the Chair in support of South-South cooperation been efficient in achieving the planned results of ensuring quality and timely support? What alternative arrangements were efficient in achieving the planned results in the current context? What alternative arrangements can be more efficient for ensuring desired outcomes?</li> <li>b. To what extent was UNOSSC's overall support (including financial and human resources) to the Office of the Chair in support of South-South cooperation utilized in achieving the planned results in an efficient and timely manner?</li> <li>c. To what extent has the use of resources allocated to the project (Strengthening the Capacity of the Office of the Chair in Support of South-South Cooperation for Development Project, 2017–2023) been efficient compared with other mechanisms/options for support? How efficient was UNOSCC support to the fund management services to the PGTF) and in collaboration with the South Centre?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>a. To what extent are the results achieved with UNOSSC's overall support to the Office of the Chair in support of South-South cooperation sustainable?</li> </ul>

	<p>b. Were the outcomes achieved through UNOSSC’s overall support to the Office of the Chair in strengthening services to the Least Developed Countries (LDCs) and those faced with multiple crises sustained? What could be done to strengthen the sustainability of the achieved results to further benefit LDCs, conflict-affected countries, other Southern countries, and the United Nations development system?</p> <p>c. How sustainable are the outputs/outcomes achieved through UNOSCC support to the fund management services to the PGTF and in collaboration with the South Centre?</p>
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### Expected outputs and deliverables

The Evaluation Team is expected to produce the following deliverables:

- **Evaluation design:** Will clarifying scope, objectives, approach, and questions.
- **Evaluation report:** Will present evaluation background, context, scope, and objectives of the evaluation, briefly address the methodology used, and provide key findings, conclusions, and recommendations. Additional pertinent information, such as documents reviewed and stakeholders consulted, should be included in an annex.

### Evaluation management

The Independent Evaluation Office of UNDP will conduct this evaluation in close consultation with UNOSSC, UNDP, UNOPS, and the Office of the Chair in support of South-South cooperation. The evaluation team will provide regular progress updates on implementation of this evaluation to UNOSSC. UNOSSC and UNOPS will provide all the necessary documents and information needed for this evaluation, and UNOSSC will organize meetings for the evaluation in liaison with IEO.

In addition, the following meetings will be included as part of the implementation arrangements:

- **Debriefing meeting:** A meeting will be organized with key stakeholders to present final findings, conclusions, and recommendations.
- **Review process:** The evaluation draft report will be reviewed by all relevant stakeholders for possible factual accuracy, errors of interpretation, and omission of key evidence.

### Evaluation Team:

The Evaluation Team will consist of two independent experts: i) an Evaluation Team Leader; and ii) a South-South and Triangular Cooperation Advisor.

### Timeline for the Evaluation

The Evaluation is expected to be completed by April 2024. The evaluation team will present key emerging findings, conclusions, and way forward in October 2023.

## ANNEX B: LIST OF DOCUMENTS CONSULTED

Capacity Assessment and Evaluation Project, “Strengthening the Capacity of the Office of the Chair of the Group of 77 in Support of South-South Cooperation” (2023).

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United Nations Development Programme, Annex 5. Update on results achieved by the United Nations Office for South-South Cooperation in 2021 (2021).

United Nations Development Programme, Annex 5. Update on results achieved by the United Nations Office for South-South Cooperation in 2022 (2022).

United Nations Development Programme, Annex 6. Update on results achieved by the United Nations Office for South-South Cooperation in 2019 (2019).

United Nations Development Programme, UNDP Trust Fund for Economic and Technical Cooperation among Developing Countries (1984).

United Nations General Assembly, Operational activities for development: South-South cooperation for development – Guinea (draft resolution), Seventy-sixth Session, Second Committee, Agenda item 25 (b) (2021).

United Nations Office for South-South Cooperation, Draft strategic framework of the United Nations Office for South-South Cooperation, 2018–2021, Annual session 2018 (New York: 4–8 June 2018); Item 3 of the provisional agenda, Executive Board of the United Nations Development Programme, the United Nations Population Fund, and the United Nations Office for Project Services (2018).

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