



United Nations  
Office for South-South Cooperation

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EVALUATION PLAN

UNOSSC STRATEGIC FRAMEWORK, 2018 – 2021

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Updated on April 2020 – by Bhushan Shrestha, Result Management Specialist, UNOSSC

## Overview

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The United Nations Office for South-South Cooperation (UNOSSC) has developed an office-wide Evaluation Plan for its current Strategic Framework 2018-2021. This Evaluation Plan aligns with UNDP Evaluation Policy and has been developed in consultation with the UNDP Bureau for Policy and Programme Support (BPPS) and UNDP Independent Evaluation Office (IEO).

This Evaluation Plan should be read alongside to the [UNOSSC Strategic Framework 2018-2021](#).

## Purpose

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Evaluation is an integral part of UNOSSC programme/project cycle management. The evaluations proposed in this plan will enable UNOSSC to systematically evaluate/review programmes and projects, identify lessons learned, and adjust strategies towards the achievement of UNOSSC Strategic Framework outcomes and outputs defined in DP/CF/SSC/6:

- **Outcome 1:** Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support.
- **Outcome 2:** Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.
- **Outcome 3:** South-South and triangular cooperation partnership initiatives and demand-driven programmes facilitated to address sustainable development needs of developing countries.

The evaluations proposed in this plan have following rationales:

1. Evaluations provide objective and substantive information to UNOSSC to support better decision-making and promote learning among stakeholders.
2. Evaluations help stakeholders to hold UNOSSC accountable for contributing to development results at different levels.
3. Evaluations help the UNOSSC to improve its services to better contribute to SDGs.

As per UNDP evaluation policy, UNOSSC will undertake “decentralized” evaluations – meaning that the office will commission and manage independent evaluations of relevant programmes, projects, initiatives etc. whilst keeping collaboration with BPPS and IEO.

UNOSSC places strong emphasis on evaluations. To this end:

1. All relevant programmes, projects and initiatives will have evaluation line items included in budgets. Where possible, evaluation strategy will be integrated into the designs of programme, project and initiatives.
2. Relevant UNOSSC personnel will be offered the opportunity to build skills in monitoring, evaluation and impact assessments.
3. Senior Management will review all evaluations’ designs and reports and prepare management responses with support of the relevant staff and the evaluation focal point.
4. All evaluations reports will be uploaded to the UNDP Evaluation Resource Centre website and made publicly available.
5. Management responses will be uploaded on the UNDP Evaluation Resource Center website and tracked implementation progress in regular basis.

The Evaluation Plan will be reviewed and updated on an annual basis in collaboration with BPPS and IEO.

## Evaluation Guidelines

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UNOSSC evaluations shall follow the United Nations Evaluation Group (UNEG) guideline and UNDP Evaluation guideline where applicable.

## Evaluation of South-South Cooperation and Triangular Cooperation Projects

As an office dedicated to supporting and mainstreaming South-South and triangular cooperation, UNOSSC evaluations should also consider the unique history, principles and spirit of South-South and triangular cooperation.

South-South cooperation is a “broad framework of collaboration among countries of the South in the political, economic, social, cultural, environmental and technical domains. Involving two or more developing countries, it can take place on a bilateral, regional, intraregional or interregional basis. Developing countries share knowledge, skills, expertise and resources to meet their development goals through concerted efforts. Recent developments in South-South cooperation have taken the form of increased volume of South-South trade, South-South flows of foreign direct investment, movements towards regional integration, technology transfers, sharing of solutions and experts, and other forms of exchanges.

Triangular cooperation is collaboration in which traditional donor countries and multilateral organizations facilitate South-South initiatives through the provision of funding, training, management and technological systems as well as other forms of support.

South-South cooperation is a manifestation of solidarity among peoples and countries of the South that contributes to their national well-being, their national and collective self-reliance and the attainment of internationally agreed development goals, including the 2030 Agenda for Sustainable Development. The South-South Cooperation agenda and South-South cooperation initiatives must be determined by the countries of the South, guided by the principles of respect for national sovereignty, national ownership and independence, equality, non-conditionality, non-interference in domestic affairs and mutual benefit.”<sup>1</sup>

In 2014, the Global South-South Development Academy prepared a discussion paper titled *South-South Cooperation Principles in Practice: the IBSA Fund Experience*.<sup>2</sup> The paper explored the IBSA Fund’s contribution to South-South cooperation through evidence-based analysis of the Fund’s adherence to five core South-South principles: national ownership and leadership; mutual benefit; equality and horizontality; non-conditionality; and complementarity to North-South cooperation. The below questions have been drawn from this paper and can be used as a reference for UNOSSC evaluations when and if relevant.

<p><b>National Leadership and Ownership</b></p>	<ul style="list-style-type: none"> <li>– <b>Project objectives should be clearly aligned with the priorities of the country concerned</b> <ol style="list-style-type: none"> <li>1. Was the project sourced through a demand-driven approach?</li> <li>2. Does the project follow the government’s stated priorities?</li> </ol> </li> <li>– <b>National entities in the beneficiary countries are strongly encouraged to participate in the implementation and to do so with a longer-term perspective</b> <ol style="list-style-type: none"> <li>1. Is the government engaged?</li> <li>2. How does the government demonstrate its ownership of the projects?</li> <li>3. Did the government provide a counter-part to the project?</li> <li>4. Does the government provide continuous strategic directions to the project’s formulation and implementation?</li> <li>5. Have the directions provided by the government guided the activities and outcomes of the project?</li> <li>6. Has there been a buy-in process, or was there no need to sell the project and buy support?</li> </ol> </li> </ul>
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<sup>1</sup> UNOSSC, “About South-South and Triangular Cooperation”, available from: <https://www.unsouthsouth.org/about/about-sstc/>

<sup>2</sup> Discussion paper available upon request from UNOSSC

	<p>7. Is there high-level representation from the beneficiary country at project milestone events?</p> <p>– <b>Projects should seek to improve or create sustainable activities to continue in a longer-term perspective</b></p> <ol style="list-style-type: none"> <li>1. Does the project employ government implementing and/or monitoring systems?</li> <li>2. Is the government involved in the sustainability strategy for the project outcomes?</li> </ol>
<b>Mutual Benefit</b>	<p>– <b>Projects are encouraged to utilize mutual exchange between developing countries</b></p> <ol style="list-style-type: none"> <li>1. Does the project support mutual benefits through sharing of knowledge and experiences, training, technology transfer?</li> <li>2. Are there mutual gains?</li> </ol> <p>– <b>Projects are encouraged to utilize the capacities and expertise available in participating countries</b></p> <ol style="list-style-type: none"> <li>1. Does the cooperation make use of participating country capacities? How?</li> </ol>
<b>Equality and Horizontality</b>	<p>– <b>Project objectives contribute to the beneficiary country's efforts to achieve national development goals.</b></p> <p>– <b>Projects are encouraged to utilize mutual exchange between developing countries</b></p> <p>– <b>Projects should identify and strengthen local capacities – with preference for capacities provided through cooperation</b></p> <ol style="list-style-type: none"> <li>1. Is there a preference for utilizing local capacities and strengthening them?</li> <li>2. Are local actors deemed to be the best suited to understand their singularities and conditions and to propose the course of action?</li> <li>3. Do partners cooperate as peers; consider each other as equals and their relationship as horizontal (non-hierarchical)?</li> <li>4. Are partners free to express their concerns? Do they discuss and negotiate on equal footing?</li> </ol>
<b>Non-conditionality</b>	<p>– <b>No conditions on support are established in project guidelines/documents</b></p> <ol style="list-style-type: none"> <li>1. Did the project or project partners establish any conditions required for the cooperation to take place?</li> <li>2. If there are supervening events affecting the governance of a partner country, does the cooperation stay the course?</li> </ol>
<b>Complementarity to North-South Cooperation</b>	<p>– <b>Project objectives should be clearly aligned with the priorities of the country concerned</b></p> <p>– <b>Projects are encouraged to make use of new ways of approaching development issues, where appropriate, with emphasis on the replication and innovative experiences already implemented in other developing countries</b></p> <ol style="list-style-type: none"> <li>1. Is the cooperation complementary to North-South cooperation by fulfilling all of the following: <ol style="list-style-type: none"> <li>a. It is not a substitute to NSC but acts side-by-side</li> <li>b. It is not the same as NSC but different and distinct</li> <li>c. It adds value, complements with other forms of contributions</li> </ol> </li> </ol>

As part of this Evaluation Plan, UNOSSC will explore working with relevant partners to connect evaluation institutions from the South in order to support research on evaluation and impact assessment approaches to South-South cooperation. This work may occur under the umbrella of the South-South Global Thinkers initiative.

#### **Engagement with UNDP BPPS and Independent Evaluation Office**

- **At the macro level**, UNOSSC will collaborate with BPPS and IEO to develop Evaluation Plan and have oversight of the Final Evaluation of the Strategic Framework 2018-2021. UNOSSC will also consult with BPPS and IEO for guidance while implementing the mid-term review of its Strategic Framework.

- **At the project-level**, UNOSSC will follow UNDP IEO Evaluation Guidance as applicable while conducting decentralized evaluations of UNOSSC programmes, projects and initiatives.
- **At the capacity-development level**, UNOSSC and IEO will explore additional collaboration under the framework of the South-South Global Thinkers initiative to connect evaluation institutions from the South in support of research in evaluation and impact assessment approaches to South-South cooperation projects. This may also include capacity development for Southern institutions undertaking evaluations, or for other development partners wishing to complete evaluations of their South-South cooperation initiatives.
- **IEO Evaluator Database**: UNOSSC Will consult the IEO Evaluator Database as one of the key sources to increase possibility to hire qualified and suitable evaluators.

### Evaluations of the UNOSSC Managed Trust Funds Projects

For the evaluations of the Trust Fund Projects which are implemented by other implementing partners, UNOSSC will monitor closely and request the respective implementing partner to commission the project evaluations following the respective Trust Fund Management Guideline.

### Potential Risks and Mitigation Strategies

#	Potential Risks	Mitigation Strategies
1	Evaluations are not sufficiently costed	<ol style="list-style-type: none"> <li>1. UNOSSC staff will be informed on UNDP Evaluation Policy requirements on planning and resource allocation for evaluations.</li> <li>2. Line items for evaluations to be included in the design of all relevant UNOSSC programmes and project documents along with specific budget lines.</li> </ol>
2	Evaluations do not meet UNDP/UNEG quality	<ol style="list-style-type: none"> <li>1. Relevant UNOSSC staff will be offered the opportunities to build knowledge and skills in monitoring, evaluation, and impact assessment.</li> <li>2. UNOSSC will assign an Evaluation Focal Point having technical expertise on evaluation and quality assurance, who will provide technical support/guidance to the Evaluation Managers and the evaluators during the evaluation process.</li> <li>3. UNOSSC will give priority to hire the evaluators having knowledge/ experience on UNDP/UNEG evaluation policies and standards.</li> </ol>
3	South-South programmes may not be evaluated in line with South-South cooperation principles	<ol style="list-style-type: none"> <li>1. Alignment with South-South principles as a key aspect of evaluations to be written into the UNOSSC evaluation terms of references</li> <li>2. Efforts will be made to recruit independent evaluators with experience in South-South cooperation</li> </ol>
4	Evaluations may not be started and completed on time.	<ol style="list-style-type: none"> <li>1. UNOSSC Senior Management will monitor the timely implementation of the planned evaluations with help of the Evaluation Focal Point.</li> </ol>
5	Management responses of the evaluations may not be prepared on time and key actions tracked regularly	<ol style="list-style-type: none"> <li>1. UNOSSC Senior Management will prepare management responses to each completed evaluation on timely manner, and track the implementation of the agreed key actions in the management responses regularly with help the Evaluation Focal Point.</li> </ol>
6	COVID-19 or other similar disasters may hamper in implementing the planned evaluations	<ol style="list-style-type: none"> <li>1. UNOSSC will continuously monitor scenarios and also consult with IEO and BPPS for guidance to identify the best possible options.</li> <li>2. UNOSSC shall assign the evaluator to commission the evaluation through remote data collection – where applicable.</li> </ol>

### Planned Evaluations

	<b>UNOSSC Strategic Framework Outcome</b>	<b>UNDP Strategic Plan Results Area</b>	<b>Evaluation Title</b>	<b>Partners (Joint Evaluation)</b>	<b>Type of Evaluation</b>	<b>Planned Completion Date</b>	<b>Estimated Cost</b>	<b>Provisional Source of Funding</b>	<b>Status</b>
1	<p><b>Outcome 2.</b> Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.</p> <p><b>Outcome 3.</b> South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.</p>	NA	Final Evaluation of China South-South Development Center Project	-	Project Final evaluation	Aug 2018	USD 20,000	Project budget	Completed
2	<p><b>Outcome 2.</b> Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.</p> <p><b>Outcome 3.</b> South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.</p>	NA	Mid-term evaluation of Korea Facility for Poverty Alleviation	-	Project Mid-term evaluation	Jan 2019	USD 14,300	Project budget	Completed
3	<p><b>Outcome 1.</b> Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support.</p> <p><b>Outcome 2.</b> Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.</p> <p><b>Outcome 3.</b> South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.</p>	NA	Mid-term review of UNOSSC 2018-2021 Strategic Framework	-	UNOSSC Strategic Framework Mid-term review	Jul 2020	USD 30,000	Regular resources	Ongoing
4	<p><b>Outcome 1.</b> Strengthened multilateral policymaking processes to advance Southern</p>	NA	Mid-term review of Unleashing the Potential	-	Project Mid-term review	Nov 2020	USD 10,000	Project budget	Planned

	UNOSSC Strategic Framework Outcome	UNDP Strategic Plan Results Area	Evaluation Title	Partners (Joint Evaluation)	Type of Evaluation	Planned Completion Date	Estimated Cost	Provisional Source of Funding	Status
	interests and development agenda, and enhanced coherence and coordination of United Nations support. <b>Outcome 2.</b> Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services. <b>Outcome 3.</b> South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.		for South-South and Triangular Cooperation for Development in the Arab States Region, Europe and the CIS.						
5	<b>Outcome 2.</b> Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services. <b>Outcome 3.</b> South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.	NA	Final evaluation of Korea Facility for Poverty Alleviation	-	Project Final Evaluation	Dec 2020	USD 25,000	Project budget	Planned
6	<b>Outcome 3.</b> South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.	NA	Mid-term Evaluation of the Maritime-Continental Silk Road Cities Alliance	-	Project Mid-term evaluation	Mar 2021	USD 10,000	Project budget	Planned
7	<b>Outcome 2.</b> Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services. <b>Outcome 3.</b> South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.	NA	Mid-term Evaluation of Global South-South Development Center Project	-	Project Mid-term evaluation	Nov 2021	USD 20,000	Project budget	Planned

	UNOSSC Strategic Framework Outcome	UNDP Strategic Plan Results Area	Evaluation Title	Partners (Joint Evaluation)	Type of Evaluation	Planned Completion Date	Estimated Cost	Provisional Source of Funding	Status
8	<p><b>Outcome 1.</b> Strengthened multilateral policymaking processes to advance Southern interests and development agenda, and enhanced coherence and coordination of United Nations support.</p> <p><b>Outcome 2.</b> Capacities of Member States, the United Nations system and other partners in South-South and triangular cooperation strengthened through enhanced generation and sharing of knowledge and access to high-quality advisory services.</p> <p><b>Outcome 3.</b> South-South and triangular cooperation partnership initiatives and demand driven programmes facilitated to address sustainable development needs of developing countries.</p>	NA	Final Evaluation of UNOSSC 2018-2021 Strategic Framework	-	UNOSSC Strategic Framework Final evaluation/Outcome	Dec 2021	USD 40,000	Regular resources	Planned



## Annex:

## Rationale of the proposed evaluations

#	Evaluations	Rationales
1	Final Evaluation of China South-South Development Center Project	This is a project-level evaluation. It will assess progress made by the project and provide objective and substantive information on the project to UNOSSC, donors, and partners to support better decision-making and promote learning and accountability among stakeholders. The evaluation is also expected to provide recommendations to design the new phase of the project.
2	Korea Facility for Poverty Alleviation	This a project level mid-term evaluation. It will assess progress made by the project and provide recommendations for improvement to the remaining course of the project to UNOSSC, donors, and partners to support better decision-making and promote learning and accountability among stakeholders.
3	Mid-term review of UNOSSC 2018-2021 Strategic Framework (SF)	This is a programme level mid-term review (MTR) to be commissioned by an external independent consultant. It will review progress made towards delivering both results and resources, provide recommendations for improvement to the remaining period of the current SF, and suggest early way forward for the next phase of the UNOSSC SF. It will also help UNOSSC to improve its institutional and programmatic accountability. The MTR is also expected to revise the results matrix of the current SF making more result oriented focusing on both outcomes and outputs.
4	Mid-term Evaluation of the Maritime-Continental Silk Road Cities Alliance	This is a project level mid-term evaluation. It will assess the progress of the project and provide recommendations for improvement to the remaining period of the project to UNOSSC and partners to support better decision-making and promote learning and accountability among stakeholders.
5	Mid-term review of Unleashing the Potential for South-South and Triangular Cooperation for Development in the Arab States Region, Europe and the CIS.	This is a project level mid-term review. It will review progress made by the project towards delivering results and resources and provide recommendations for the improvement of the project to UNOSSC and partners to support better decision-making and promote learning and accountability among stakeholders.
6	Final evaluation of Korea Facility for Poverty Alleviation	This is a project level final evaluation. It will assess progress made by the project towards achieving planned results and document lessons learned and provide recommendations to UNOSSC and partners to design the next phase of the project.
7	Mid-term Evaluation of Global South-South Development Center Project	This is a project level mid-term evaluation. It will assess progress made by the project and provide recommendations to UNOSSC and partners for improvement during the remaining period of the project.
8	Final Evaluation of UNOSSC 2018-2021 Strategic Framework (SF)	This is a programme level evaluation. It will assess progress made towards achieving results through the utilization of planned resources and provide objective and substantive information to UNOSSC and stakeholders to support better decision-making and promote accountability and learning. It will also provide recommendations to design the next phase of the UNOSSC SF.

End]

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# Final\_UNOSSC Evaluation Plan-April 2020\_For Signature

Final Audit Report

2020-06-19

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