TERMS OF REFERENCE

EVALUATION OF THE WFP SOUTH-SOUTH AND TRIANGULAR COOPERATION POLICY

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1. Background

1.1 Introduction

1. Policy Evaluations focus on a WFP policy and the operations and activities that are in place to implement them. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.

2. These Terms of Reference (ToR) are for the evaluation of the **WFP South-South and Triangular Cooperation (SSTC) Policy**[1] that was approved by WFP Executive Board (EB) in May 2015 and included in WFP's Policy Compendium thereafter. As with all WFP Policies issued after 2011, its evaluation is covered by the Policy Formulation arrangements agreed with the EB in 2011,[2] which includes an evaluation four to six years following the start of implementation. As such, it was timely to include it in the Office of Evaluation's (OEV) evaluation plan for 2019-2021 to start in early 2020.

3. The SSTC policy was developed with the overall **objective** to expand WFP's engagement with developing countries to facilitate progress and support country-led efforts towards the objectives of the Zero Hunger Challenge and the proposed SDGs[3]. The policy also recognizes the relevance of South–South and triangular cooperation to achieving progress on all four Strategic Objectives (SOs) of the WFP Strategic Plan (SP) 2014–2017 encouraging the integration of SSTC in all SP areas, as appropriate.[4]

4. The SSTC policy adopts in full the **definitions** contained in the Secretary-General's 2012 Framework of operational guidelines on UN support to SSTC[5] as follows:

- South-South Cooperation is defined as: "A process whereby two or more developing countries pursue their individual and/or shared national [...] objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and inter-regional collective actions, including partnerships involving governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South–South cooperation is not a substitute for, but rather a complement to, North–South cooperation."[6]
- Triangular cooperation is defined as a: "[c]ollaboration in which traditional donor countries and multilateral organizations facilitate South–South initiatives through the provision of funding, training, and management and technological systems as well as other forms of support".[7]

5. The value of an evaluation of the SSTC Policy at this time was confirmed at the first WFP Global Meeting on SSTC[8] in October 2019, which emphasised how South-South and Triangular

[1] WFP South-South and Triangular Cooperation Policy. WFP/EB.A/2015/5-D. April 2015.

[2] WFP Policy Formulation. WFP/EB.A/2011/5-B.

[3] WFP SSTC policy, para 8.

[4] WFP SSTC policy, para 9.

[5] Hereinafter referred to as the *UN SSTC guidelines*.

[6] Framework of operational guidelines on United Nations support to South-South and triangular cooperation SSC/17/3 (2012) Note by the Secretary-General, High-level Committee on South-South Cooperation Seventeenth session, May 2012

[7] *Ibid*.

[8] For the first time, in October 2019 WFP's Programme Humanitarian & Development Division (PDP) hosted a WFP internal Global Meeting on South-South Cooperation, bringing together Regional Bureaux, Country Offices, WFP Centres of Excellence (CoE) and relevant technical units. The workshop aimed at taking stock of existing initiatives, SSTC mechanisms and priorities at regional and country level, and to develop a roadmap for WFP's way forward on SSTC.

Cooperation is critical not only to access and mobilise the expertise, technologies and financial resources that already exist in developing countries, but can also be relevant as an advocacy tool to make progress towards the realisation of SDGs 2 and 17[9].

6. The evidence generated through this evaluation and its related findings, lessons and recommendations should be useful to:

- Inform WFP thinking and policy approaches to SSTC moving forward – including through an update or a full revision of the SSTC policy document;
- Inform WFP's practices in planning, implementation and monitoring SSTC initiatives, creating a stronger link with Country Capacity Strengthening activities and the nexus; therefore improving quality of SSTC programming in the Country Strategic Plans (CSPs));
- Feed into the ongoing consultations and development of a WFP-wide strategy on SSTC which is expected focus on how WFP can move forward with mainstreaming SSTC more widely – including in the second-generation Country Strategic Plans (CSPs);
- Inform the ongoing debate on how WFP can more effectively position itself as an enabler and a credible partner in risk-informed development across the humanitarian-development-peace nexus[10]. The evaluation is expected to do so by looking at how WFP's work in the area of SSTC has also triggered a discussion around the Agency's mandate and engagement in longer term capacity strengthening work[11].
- Contribute analysis that can be of use to inform the ongoing work of the RBA SSTC Working Group.

7. The purpose of these ToR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and clarify the expectations they should fulfil. The TOR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents an overview of the SSTC policy and the main actions to implement it, and defines the scope of the evaluation; Section 4 spells out the evaluation questions, approach and methodology; Section 5 indicates how the evaluation will be organized. The annexes provide additional information on the evaluation timeline and composition of the Internal Reference Group (IRG) and the External Advisory Group (EAG), among other things.

8. The ToR was prepared by Francesca Bonino, the Evaluation Manager in OEV, following a document review and consultations with stakeholders. Quality assurance was provided by Deborah McWhinney, Senior Evaluation Officer in OEV. The ToRs were cleared by the Director of Evaluation.

9. The ToR preparation – specifically for the sections including a scan of SSTC initiatives and proposing an approach for selecting country visits – benefitted from several consultations with and inputs received from the SSTC Team in the WFP Policy and Programme Division (PRO / PDP).

10. The evaluation is scheduled to take place from February 2020 to March 2021. It will be managed by OEV and carried out by an independent evaluation team. The evaluation report will be presented to the EB in the Annual Session of June 2021 along with the Management Response.

[9] SDG 17 focuses on strengthening the means of implementation and revitalizing the global partnership for sustainable development.

[10] Hereinafter referred to as triple nexus. See WFP Emergencies and Transitions Unit, WFP and the Triple Nexus: Briefing Note on the Humanitarian-Development-Peace Nexus. June, 2018.

[11] For example, this aspect has emerged in the recent discussions during the first PDP-convened global stock take on SSTC in WFP.

1.2 Context

11. This section highlights some of the main features of SSTC in the UN and inter-governmental contexts, as well as in the context of the Rome-Based Agencies (RBAs) joint-up work on this topic, while section 3 of the ToR outlines the WFP-specific context at the time the policy was issued and delves in more specifically on the features of the SSTC policy.

SSTC in the UN and intergovernmental context

12. Although not yet labelled as **South-South cooperation**, **SSC** emerged in the 1960s as a complement to **North-South cooperation**, which is the most traditional type of cooperation, occurring when a developed country supports a developing developed one, economically or otherwise. The Bandung Conference of 1955 was the first large-scale Asian–African Conference that discussed economic and cultural cooperation among countries in the global South and, as a signal of independence from traditional donorship, paved the way to the so-called Non-Alignment Movement.

13. What is now known as SSC, derives from the adoption of the **Buenos Aires Plan of Action** for Promoting and Implementing Technical Cooperation among Developing Countries (**BAPA**) by 138 UN Member States in Argentina, on September 18, 1978. The plan established a scheme of collaboration among developing countries, mostly located in the global south. It also established a framework for this type of cooperation for the first time and put forward the basic principles of respect for sovereignty, non-interference in internal affairs and equality of rights to inform State-to-State relations in SSC contexts.[12] The BAPA document also defined a series of concrete recommendations aimed at establishing legal frameworks and financing mechanisms at the national, regional, interregional and global levels for SSC. Technical cooperation was defined in the BAPA document as "an instrument capable of promoting the exchange of successful experiences among countries that share similar historical realities and similar challenges"[13].

14. Further complementing SSC, **triangular cooperation**, as the name implies, involves multiple actors, from the South and from the North, with the engagement of "Northern" partners (such as UN agencies or traditional donors) as facilitators/brokers. .[14] In this sense, triangular cooperation should be seen as bridging South-South and North-South cooperation.

In recent years SSTC has been expanding in scope, volume and dimension. This includes the three dimensions of SSTC: (1) Technical Cooperation; (2) Economic Cooperation (including Trade) and (3) political collaboration. Also to note is the broadening of the SSTC partnership base, with active involvement not only of governments but also civil society, the private sectors and other types of actors. This expansion – as some observers noted – can also be seen as reflecting the need to bridge the political divide between traditional donors and "non-traditional" partners and developing countries who work together in order to achieve agenda 2030[15].

15. The most recent inter-governmental event marking the history of SSTC took place in March 2019 in Buenos Aires that hosted the Second UN High Level Conference on South-South Cooperation (so-called **BAPA+40 Conference**). This event took place 20 years after the first such

[12] See introductory text on SSC on the UN DESA portal page at the following address: https://www.un.org/development/desa/en/news/intergovernmental-coordination/south-south-cooperation-2019.html

[13] Buenos Aires Action Plan https://www.unsouthsouth.org/bapa40/documents/buenos-aires-plan-of-action/

[14] Established in 1974, at the UN-system level, the UN Office for South-South Cooperation (UNOSSC) is specifically mandated to promote, coordinate and support SSTC globally and within the United Nations system and promote dialogue with G77+ China stakeholders

[15] See for example some recent analysis by the German Development Institute on this subject. https://www.die-gdi.de/discussion-paper/article/monitoring-and-evaluation-in-south-south-cooperation-the-case-of-cpec-in-pakistan/

UN conference in Nairobi[16] and 40 years after the 1978 UN Conference in Buenos Aires.[17] Overall, the BAPA outcome documents have been setting the benchmarks for SSTC and has marked the following trends which are important to highlight:

- the increased relevance of the work of the UN Development System (UNDS) in South-South and triangular cooperation;[18]
- the importance of coordinating UNDS efforts with regards to knowledge sharing, joint programming and operational modalities for SSTC;
- the importance of ensuring synergies and avoid duplication; and,
- the need to ensure that SSTC is viewed as a complement to and not a substitute for North-South Cooperation.

SSTC in the SDG era

16. The increased role of South-South and triangular cooperation in achieving sustainable development has been highlighted in a series of key UN outcome documents and resolutions in the lead up to the publication of the Agenda 2030.[19] For example the Addis Ababa Action Agenda (i) encourages developing countries to voluntarily step up their efforts to strengthen South-South cooperation, and (ii) commits to strengthen triangular cooperation.[20]

17. The commitments made in 2015 by governments and organisations to the **Agenda 2030** and the related SDGs marked a shift in both the discourse and proposed approaches to development. South-South and triangular cooperation is featured in the Agenda 2030 both as an *objective* (to enhance cooperation on and access to science, technology and innovation and knowledge sharing[21]) as well as a *means* (to support the implementation of effective and targeted capacity-building in developing countries to support national plans to implement all the SDGs[22]). The relevant **SDG indicators relating to SSTC** have been formulated as follows:

17.6.1 Number of science and/or technology cooperation agreements and programmes between countries, by type of cooperation	**17.9.1** Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries

Rome-based Agencies engagement with SSTC

18. The three UN agencies based in Rome that focus on food security and agriculture – FAO, IFAD and WFP – form the Rome-based Agencies. Since 2014, they have recognised the need to support country-led progress towards SDG2 through South-South initiatives and have been regularly meeting also through the establishment of an SSTC Working Group to exchange

[16] Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation A/RES/64/222

[17] https://www.unsouthsouth.org/bapa40/documents/buenos-aires-plan-of-action/

[18] The BAPA+40 outcome document also provide the intergovernmental mandate for the development of a UN system-wide strategy on SSTC, which is currently being drafted by an inter-agency task team.

[19] SSC is mentioned for instance in the Addis Ababa Action Agenda in the Small Island Developing States Accelerated Modalities of Action (SAMOA Pathway), in the Vienna Programme of Action for the Landlocked Developing Countries (LLDCs) and in the Istanbul Programme of Action for the Least Developed Countries in 2011, in the Sendai Framework on Disaster Risk Reduction 2015-2030 in 2015.

[20] Outcome document of the Third International Conference on Financing for Development (Addis Ababa, Ethiopia, 13–16 July 2015) and endorsed by the General Assembly in its resolution 69/313 of 27 July 2015. https://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA_Outcome.pdf

[21] UNGA A/RES/70/1 para 17.6.

[22] UNGA A/RES/70/1 para 17.9.

experiences on the respective approaches towards supporting SSTC, organise joint events [23], and identify areas for collaboration[24].

19. As a recent example, an **RBA SSTC roadmap towards BAPA+40** was issued in 2017 and included a shared action plan for enhanced collaboration in the area of SSTC, outlining the working mechanisms and shared priorities that the three RBAs are expected to put in place including:

- *Thematic knowledge exchange and policy dialogue* to promote an enabling environment for food and nutrition security at national, regional and global levels;
- *Knowledge sharing*, through the leveraging of southern institutions and learning hubs;
- *Sharing of expertise* through rosters of experts and technical networks for SSTC;
- *Technology transfer*, through grass roots best-practices, demonstrations and exchanges of applicable and affordable technologies;
- *Joint resource mobilization* to attract financing for SSTC, with a focus on emerging economies;
- *Multi-stakeholder approaches to SSTC*, particularly by further engaging Southern non-state actors, academia, the private sector, and farmer organizations;
- *RBA complementarities within in country-level engagement*, through the organization of field missions, technical assistance programs, workshops, etc.;

20. The agreed **RBA joint working modalities** for SSTC include: (i) convening regular meetings; (ii) discussing common operational and administrative issues related to collaborative efforts on SSTC; (iii) evaluating past joint initiatives and select potential future areas of action; and (iv) jointly releasing an annual report/highlights briefing note on joint SSTC activities and the results achieved; (v) joint operationalization of SSTC projects in the field.[25] The WFP EB is regularly briefed on SSTC progresses, including from an RBA joint work perspective.

2. Reasons for the Evaluation

2.1 Rationale

21. Host governments in countries where WFP is present have been increasingly requesting the agency's support to connect them with other developing countries in order to harness the potential of solutions to tackle food security and nutrition challenges by sharing experiences, technologies and technical assistance "from the South for the South".

22. Driven by rising country demands, WFP's engagement in SSTC has grown steadily since the establishment of the first Centre of Excellence in Brazil 2011 and with the appointment in 2014 of a global SSTC focal point function in the WFP Programme Division. For example, some of the latest figures reported through the WFP SSTC Team highlight that:

- three out of four WFP Country Offices (COs) are currently supporting their host governments to tap into South-South opportunities;

[23] In November 2016 for instance, the RBAs have organized and hosted a joint side event, South-South and Triangular Cooperation for Food and Agriculture: Southern networking and knowledge-sharing as a key means towards achieving SDGs, on the occasion of the Global South-South Development (GSSD) Expo in Dubai. Moreover, since 2017 the Rome-based Agencies have been celebrating with a joint event the United Nations Day for South-South Cooperation on September 6th.

[24] It is worth highlighting that beyond the RBAs, SSTC is also featured in the collaboration within the New York-based agencies such as UNDP, UNICEF and most prominently with UNOSSC.

[25] To date, no joint RBA evaluation has been carried out specifically focusing on SSTC.

- 90% of Country Strategic Plans highlight SSTC as area for host government engagement.[26]

23. In light of such developments, the present evaluation – the first on the subject of SSTC in WFP – offers a significant opportunity to distil learning and advance the understanding of how the SSTC policy may need adjusting to keep pace with rising country demands, against the backdrop of:

- the 2030 Agenda for Sustainable Development;
- the implementation of WFP's current Strategic Plan (2017-2021);
- an increasingly institutionalised and expanding SSTC agenda spearheaded by the other Rome-based agencies;
- Expectations from the wider UN-system for WFP – alongside other Agencies – to step up SSTC institutionalization and mainstreaming, as outlined in the 2011 Joint Inspection Unit (JIU) Report on SSTC[27]; Increased attention to the broader context of the triple nexus and the implications for WFP mandate.

24. Finally, the present evaluation offers also an opportunity to complement and add to the evidence generated through other three policy evaluations that covered issues closely relating to SSTC, namely: the evaluation of WFP Corporate Partnership Strategy (2014-2017) (CPS); the evaluation of WFP Policy on Capacity Development: An Update on Implementation; and the evaluation of the Update of WFP's Safety Net Policy (2012). Moreover, the body of evidence generated through WFP Decentralized Evaluations (DEs) as well as Country Strategic Plan Evaluations (CSPEs) will also be considered in the mapping and analysis of SSTC experiences across WFP regions and operations.

2.2 Objectives

25. Evaluations serve the dual objectives of accountability and learning.

- From an **accountability perspective,** the evaluation will assess the quality of the policy and the initial results that can be associated with the policy roll-out, and its related tools, guidance and supporting activities. A management response to the evaluation recommendations will also be prepared and the actions taken in response will be tracked overtime.
- From a **learning perspective,** the evaluation will determine the reasons why expected changes have occurred or not, draw lessons, and derive good practices and pointers for learning that should help in policy formulation and implementation of the SSTC agenda for WFP moving forward.

26. The evaluation findings will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate.

2.3 Stakeholders and Users of the Evaluation

27. There is a host of WFP internal as well as external stakeholders who play a key role in SSTC and will be participating in the evaluation process in various ways. The main internal stakeholders and intended users of the evaluation analysis and results are the:

- Programme – Humanitarian & Development Division, which comprises the SSTC Team as focal point for this evaluation;

[26] WFP's work on South-South and triangular cooperation in 2018 – Global overview and key highlights a glance, p. 1

[27] Specifically, the JIU requests WFP to (1) establish a dedicated SSTC focal point function/unit and (2) apportion no less than 0.5 of core resources (equivalent: PSA) for promoting SSTC.

- various units such as OSN, OSF, OSE, SAMS, OSZIR that have been making use of SSTC as one of the programming modalities in their respective policy and programme areas of work[28];
- Government Partnerships Division (PGG);
- Corporate Planning and Performance Division (CPP);
- Centres of Excellence (CoE) currently established in Brazil, Cote d'Ivoire and China;
- Rome-based Agencies;
- WFP senior leadership;
- Regional Bureaux and Country Offices.

28. In order to provide more focused inputs and a steer at key moments during the course of the evaluation, an **Internal Reference Group (IRG)** will be established – drawing from members of various technical units within WFP and the CoEs. The selection of IRG members will be made also in view of their stake in SSTC and their expected interest in using the evaluation results.

29. WFP internal stakeholders will be requested to: share their perspectives and provide information necessary to the evaluation; be available to the evaluation team to discuss the policy and its implementation and results; and facilitate the evaluation team's contacts with external stakeholders. When required, WFP Offices & Country Offices will be asked to help setting up meetings and provide logistic support during fieldwork.

30. Host Governments and local authorities, as well as local communities members / leaders in their roles as possible contributors or receivers or SSTC-brokered exchanges and initiatives are also a major stakeholder group that will be included not only in the data collection tools that will be developed for the evaluation, but will also be targeted by different communication products that will be prepared to disseminate the evaluation results. They will be approached through liaison of Regional Bureaux, will be informed about the evaluation, and approached to input through interviews, and participation in the debriefing at the conclusion in the country visit.

31. Other external stakeholders include host and donor governments, which also comprise the Executive Board membership and UN agencies, IFAD and FAO in particular, regional organizations, international financial institutions, civil society organizations and research institutes/academia.

32. WFP management and the EB members are key stakeholders as they decide on the organization's policies and strategic directions. A representative number of external stakeholders will be invited to join an **External Advisory Group (EAG)** that will be specifically established to support this evaluation. The EAG may be asked to participate in meetings with the evaluation team during the HQ briefing and review the draft inception and evaluation reports. Attention will be paid to ensure gender balanced and gender-competent IRG and EAG membership.

33. The evaluation team is expected to develop for the inception report a full-fledged stakeholder analysis using appropriate tools, such as power-to-influence or stakeholder matrices.

3. Subject of the Evaluation

3.1 SSTC in the WFP context

34. Compared to FAO and IFAD, WFP has more formally engaged with SSTC only in its recent past. Nevertheless, WFP's engagement in South-South and triangular cooperation predates the publication of the policy in 2015, as evidenced by the work led by the Centre of Excellence (CoE) against Hunger jointly established by WFP and Brazil in 2011 (see box 1 for an overview on WFP's

[28] This point will be discussed in greater details in the following sections of the ToR.

engagement in establishing and supporting the work of CoEs) as well as by other initiatives in RBP region.

35. Based on a review of WFP documents and SSTC information products, following the adoption of the SSTC policy, the **rationale** used to communicate and frame WFP's engagement in SSTC – not only internally, but also with EB members – can be summarised as follows: from an SDG2 perspective, for countries to establish the practices and systems required to achieve Zero Hunger, it is considered necessary to mobilize additional resources, expertise, skills, capacities and practices in developing countries. Considering that WFP's operations reach approximately 10 percent of the world's food insecure people,[29] brokering knowledge and solutions from the Global South, is seen as indispensable to reach the remaining 821 million of people affected by chronic food deprivation worldwide[30].

36. At the time of the SSTC policy draft in 2015, a major contextual element to highlight is the shift from food aid to food assistance that was set in motion with the WFP Strategic Plan (SP) 2008-2013. Related to that, was the shift with the WFP Integrated Roadmap (IRM) and the introduction of National Zero Hunger Strategic Reviews and Country Strategic Plans (CSPs) that paved the way for more upstream work – including technical assistance, convening, and policy dialogue.

37. Against a backdrop of organisational change, SSTC has been gaining increasing visibility. For example, the 2017 survey conducted for the Quadrennial Comprehensive Policy Review (QCRP) signalled an upward trend in WFP Country Offices engaging in South-South cooperation since 2014. From 48% in 2014, to 62% in 2016, to 74% in 2017[31]. The latest figures gathered by the SSTC Team also indicate that 90% of WFP's Country Strategic Plans highlight the need to support governments on South-South and triangular cooperation.[32]

[29] WFP SSTC Policy, para.2. This is according to the current method of counting beneficiaries, which does not include all people reached through WFP's capacity-development measures.

[30] WFP (2018) SSTC Fast Facts and Figures: WFP's approach to SSTC and key example. Background brief, July 2018.

[31] WFP South-South cooperation in 2017 at one glance. p.4.

[32] WFP SSTC Trends and Fast Facts, July 2019.

Box 1: Overview on WFP's history with Centres of Excellence (CoEs) against Hunger

WFP's Centres of Excellence have been established to provide a mechanism for facilitating and sharing of country-led efforts to improve food security and nutrition from governments who have been successful in fighting hunger and malnutrition and have an interest in sharing their experiences. Their work is driven by country demands and aim to combine and leverage complementary strengths and resources from WFP and the centre's host countries for achieving progress towards the implementation of SDG2 at country level.	
CoE	**Focus of work**
CoE Brazil	Established in 2011 jointly with Brazil, aims to facilitate the sharing of lessons learnt from Brazil's successful experiences in addressing Zero Hunger with other developing countries. The Centre has been providing support to governments and WFP COs in Africa, Asia, and Latin America, particularly in relation to designing, implementing and improving national school meals programmes. The Centre also works on innovation and sharing know-how through policy networks.
CoE China	Established in 2016 through a Memorandum of Understanding between WFP and the Government of China, the Centre aims to share China's experience from their achievements in food security, nutrition improvement and poverty alleviation with other countries.
CERFAM	CERFAM is the Regional Centre of Excellence against Hunger and Malnutrition. Established in May 2019, the first in Africa, through a partnership between WFP and the Government of Côte d'Ivoire. It aims to advance the food security and nutrition agenda in West and Central Africa through concrete, innovative and inclusive actions. CERFAM's main focus areas are rural development and post-harvest losses, home grown school feeding, community resilience and nutrition.
Source: OEV compilation from various WFP sources	

3.2 WFP's SSTC Policy

38. Initial consultation with EB members and **preparatory work** for the drafting of the SSTC policy began in 2014 with the appointment of an SSTC focal point in the then Programme and Policy Division (OSZ), reporting directly to the then Director. The policy was drafted against the backdrop of limited evidence available on SSTC in WFP. Some of the main sources used for the development of the policy were a series of country case studies facilitated by the SSTC focal point, and the analysis available on the experiences of the Centre of Excellence in Brazil as well as of other countries in Latin America region such as Chile and Paraguay.

39. The policy document specifies that South–South and triangular cooperation should be viewed as a form of cooperation with its own characteristics and principles that can provide support to nationally-owned efforts in three main domains as tabled below:

	Three domains identified in the Policy document for WFP contributions to SSTC
Country capacities	South–South and triangular cooperation can enable WFP to shift more quickly from providing food assistance to supporting country-owned programmes to improve food security and nutrition. By sharing expertise, tools and skills, countries can strengthen their own systems and capacities and increase their ownership of actions for food security.
Resourcing	With continuing economic crises and rising demand for food assistance, there is need for new funding sources. South–South cooperation, triangular arrangements and in-kind or cash contributions through twinning are seen as important potential funding sources.
Innovation	Many innovations that support food security emerge from practices in developing countries. South–South cooperation can facilitate the identification and testing of potential prototype solutions in diverse, real-world conditions.
Source: WFP SSTC policy, para 3	

40. The policy includes explicit reference to a **set of principles** that should guide WFP's engagement in SSTC in a way that is responsive to the request of developing countries, and explores complementarities and synergies among South–South, North–South, and triangular cooperation in food security and nutrition. The full list of guiding principles is included in box 2.

Box 2: Eight guiding principles for WFP's engagement in SSTC as included in the policy document

Focus on the most vulnerable. The main beneficiaries of WFP's engagement in South–South and triangular cooperation should be the most vulnerable people.
Promote local ownership. WFP welcomes and supports South–South cooperation at the national, sub-national and community levels, led by country demand and ownership at the national and local levels.
Emphasize complementarity. South–South cooperation complements but does not substitute traditional North–South cooperation. Triangular cooperation combines the advantages of both approaches.
Ensure inclusiveness and balance. South–South cooperation supported by WFP must be inclusive and based on equality. WFP recognizes that all countries – independent of their stage of development – have experiences to share.
Facilitate learning and innovation. WFP supports countries in sharing innovative practices and designing solutions with other countries.
Strengthen country systems and capacities. In facilitating South–South and triangular cooperation, WFP focuses on local systems and institutions to promote the sustainability of food security programmes and local ownership.
Focus on adding value. WFP engages in South–South and triangular cooperation when it can add value through its global network, expertise, cost-effectiveness and implementation capacity.
Build on existing structures. As far as possible, WFP supports South–South and triangular cooperation through existing programmes and structures at the country, regional and global levels.

Source: WFP SSTC policy, para 11.

41. The SSTC policy document does not specify the **timeframe** for the policy duration but includes clear reference to the WFP Strategic Plan (2014-2017) which mentioned SSTC as a means to:

- contribute to achieve Strategic Goal 3 of "Strengthen[ing] the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure and safety-net systems, including systems linked to local agricultural supply chains";[33]
- implement technical assistance (TA), partnerships and advocacy; and,
- mitigate the risk of WFP facing situations of inability to fully align with national food security and nutrition priorities and support national programmes and systems.[34]

42. Although at the time of drafting of the policy no SSTC specific **indicator** was included in the Indicators Compendium of the Strategic Result Framework (2014-17), the indicators used for 'partnership' and 'Capacity Development'[35] were expected to be adapted and used also to cover SSTC. The current Indicators Compendium includes an SSTC-specific indicator (as discussed in section 3.3).

43. The current WFP Strategic Plan (2017-2021) features South-South cooperation and triangular cooperation as two of the **WFP modalities, or means of implementation**, recognizing their importance for both technical assistance and partnership strategies.

44. Mapping the varied SSTC landscape in WFP was done through an initial scan of WFP documents and reports to showcase the variety of themes, activities, partnerships, and modalities[36] through which WFP has brokered South-South cooperation. The scan is included in

[33] WFP/EB.A/2013/5-A/1 para 41, p.17.

[34] Ibidem, page 30.

[35] The language of 'Capacity Development' was still in use at the time of the WFP SSTC policy drafting and approval. Subsequently, there has been a shift towards the use of 'Country Capacity Strengthening' (CCS).

[36] SSTC modalities are presented in the following section 3.3

Annex 4 and will be complemented as needed during the evaluation inception phase and used to finalise the selection of country visits – as discussed in the next ToR section.

45. Since 2015, SSTC has been brokered in **different programmatic areas in WFP**: school feeding (OSF), social protection and safety nets (OSZIS), nutrition (OSN), , smallholder agriculture market and value chain support (SAMS), emergency preparedness and response (facilitated through OSE) as well as climate and disaster risk reduction (OSZIR).

46. Based on WFP information and reporting, the four areas that have made most use of SSTC-related initiatives (listed in decreasing order)[37] are:

1) **Social protection and safety nets including school feeding (SF)** – with a focus on shock-responsive social protection; home-grown school feeding; and peer learning on how to assist refugees through social protection;
2) **Nutrition** – with a specific focus on rice fortification;
3) **Smallholder support and market access (SAMS)** – with a focus on connecting smallholders to markets; value chain development; post-harvest management;
4) **Emergency Preparedness and Response (EPR)** – with a focus on preparedness for natural disasters; early warning systems; and peer learning among Small Island Developing States (SIDS).

47. Those four areas will be considered the primary focus for the evaluation (e.g. to understand policy results, use, and effectiveness of different SSTC modalities) and will be the subject of four thematic case studies – as discussed in detail in the methodology section of the ToR. However, most recently, other areas are witnessing an increase in the use of SSTC modalities for example in: climate adaptation and resilience building; VAM (Vulnerability Analysis and Mapping) with a focus on rapid assessment methodologies; and supply chain (with a focus on storage management). These emerging areas will be considered the secondary focus in the evaluation. Any significant example of SSTC initiatives in these new and emerging areas will be noted during the evaluation data collection phase and highlighted in the report.

SSTC coverage in WFP's policies and strategies

48. Several WFP policies issued after 2015 – and their related evaluations – refer specifically to the SSTC policy.[38] The most relevant policies connecting with SSTC are those covering the themes of partnerships – and the related CPS[39]; social safety net, capacity development[40] and nutrition[41]. Overall, in these documents SSTC is referred to as offering:

- the potential for effective partnerships;
- a possible modality for knowledge transfer and best practice exchange;
- a possible modality for capacity development.

49. In the SSTC policy document, the only explicit reference to another WFP policy is to the Corporate Partnership Strategy (CPS). The SSTC policy notes that it is "in line" with the CPS but does not further elaborate on how the two documents relate to each other. Annexes 6 and 7

[37] Based on information provided by the SSTC Team, a review of the WFP inputs to the annual SG report on SSTC and other reporting on SSTC.

[38] Nonetheless, the topics of south-south cooperation and south-south and triangular cooperation is referenced in few policies that predates the issuance of the SSTC one. (See annex 6)

[39] WFP, Corporate Partnership Strategy (2014-2017) WFP/EB.A/2014/5-B

[40] WFP, "WFP Policy on Capacity Development – An Update on Implementation", Executive Board Second Regular Session, 9-13 November 2009, WFP/EB.2/2009/4-B.

[41] WFP, "Nutrition Policy", Executive Board First Regular Session, 20-23 February 2017, WFP/EB.1/2017/4-C

includes a more detailed scan of WFP policy documents and related evaluations from an SSTC perspective.

3.3 Overview of WFP activities for policy implementation

50. This ToR section gives an overview of the guidance available for the SSTC policy implementation, it touches briefly on the possible SSTC implementation modalities as articulated by WFP. It also presents some of the monitoring activities associated with the policy roll-out. Finally, it covers the SSTC institutional arrangements and estimated investments by WFP in this domain of work.

Guidance available for policy implementation and policy awareness raising products

51. Since the policy was issued in 2015, WFP's approach to SSTC has been articulated in various guidance documents, information products and 'how-to' briefs, which overall, in their level of detail, format and choice of medium of communication, pay particular attention to the target audience of each product as shown in Table 3 in Annex 3. Some of the guidance products include, an SSTC manual and a toolbox for country offices, Regional Bureaux and Centres of Excellence, an e-learning on SSTC, and several compilations of SSTC regional updates, periodic newsletters and good practice examples targeting both SSTC specialists, as well as Executive Board members.

52. A purposeful selection from the various tools, guidance documents and awareness raising products will be assessed in the evaluation for their effectiveness and utility.

53. The SSTC Team, in consultation with internal stakeholders, has been identifying priority areas for support and guidance development on an annual basis. For example, the 2019-2020 action plan on SSTC prioritises the following five areas for action:

(1) Deliver on their CSPs' Strategic Objectives through SSTC programme support and a stronger partnership base.
(2) Engage with WFP's CoEs (Brazil, China and Cote d'Ivoire) and deliver programme support during the on-going discussion for the possible establishment of new Centres of Excellences (in Ethiopia, Peru, India and Egypt);
(3) Realize SSTC pilot projects in the field, in partnership with the other RBAs.
(4) Engage with host governments on SSTC by tapping into knowledge and experiences from practitioners in other regions and support from HQ Divisions and Regional Bureaux.
(5) Position WFP as a partner of choice among its Board members and host governments, donors and UN partners when it comes to brokering South-South initiatives for progress on SDG2.[42]

54. Acknowledging that governments' engagement in South-South cooperation takes places in different sectors, and is driven by a mix of political, economic and development incentives, WFP sought to bring structure to its engagement with SSTC by:

- Including a set of SSTC guiding principles in the policy text (see box 2);
- Developing over time a methodology to carry out South-South Reviews to support country offices in identifying and scoping strategic opportunities for SSTC, linking it to the CSP process and positioning themselves as partners for capacity development and knowledge brokering.
- Developing specific guidance on how SSTC can be integrated in the CSPs drafting process[43].

[42] WFP PDP (2019) Global South-South Cooperation Action Plan 2019/2020 at a glance. *Internal*

[43] WFP OSZ (2017) Guidelines on Integrating South-South Cooperation in the CSP Process.

- Developing specific guidance for COs (as shown in figure 1) to frame their strategic engagement with governments to ensure SSTC is clearly within WFP's mandate of promoting zero hunger. The message conveyed is that WFP-supported SSTC activities should be conceived, and flow from an analysis of a specific gap in a strategic result area linked to food security and nutrition in a given country, and that SSTC should be seen as one of the possible options for WFP engagement in a given context[44].
- Clarifying the steps needed to check whether once an SSTC project idea is identified, different implementation and resourcing issues are considered (through the so-called '6-R questions' as shown in figure 2 in Annex 3).

55. All those elements are central to the subject and scope of this evaluation. Moreover, in addition to the guidance by the SSTC Team, other divisions, most notably OSN, have also developed guidance and knowledge management tools in light of their growing use of SSTC. For example, in 2018-19, OSN developed a strategy for scaling up WFP's nutrition engagement in South-South cooperation and a related implementation plan.[45]

Overview on modalities

56. An integral part of the evaluation will be to assess the relevance, effectiveness and use of different modalities put in place to support policy implementation. The SSTC Team has been involved in policy implementation support. For example, it has consistently included in its guidance products an overview of the possible choice of SSTC modalities and some of the trade-offs that should be considered when engaging in SSTC work. The listing and categorisation of SSTC modalities has evolved over time, and the latest information products tend to emphasise the difference between SSTC modalities geared to: **(i)** generate evidence and support change at the higher level of policy and legal frameworks(such as policy seminars and research partnerships); **(ii)** empower experts at the technical level (such as cross-border collaborations and technology transfers); and **(iii)** scale up local innovations (such as in-fields demonstrations and farm stays for on the job coaching). Figure 3 in Annex 3 provides a more detailed overview on SSTC modalities.

Monitoring and reporting activities

57. A small SSTC Team in Policy and Programme Division (PDP) has been leading the efforts to monitor progress against the SSTC policy objectives through different activities and related monitoring and reporting products, some of which are listed below:

- Yearly publication since 2017 of a global overview on WFP's work on SSTC reporting on key activities and emerging results from WFP-brokered SSTC initiatives;
- Quarterly updates on key initiatives in priority areas through a WFP-wide newsletter which targets Executive Group members as well;[46]
- Monitoring against the SSTC-specific indicator included since 2018 in the Corporate Result Framework (CRF) – discussed in more detail below;
- Internal review of WFP CSP documents as well as of the WFP Annual Performance Reports (APRs) to extract relevant country-specific information on SSTC-brokered initiatives[47];

[44] It is also noteworthy to highlight that SSTC initiatives have taken place and have been brokered by WFP even in countries where WFP does not have a Country Office – as in case of Chile, Paraguay and Botswana for instance.

[45] WFP-OSN (2019) Expanding WFP's nutrition's engagement in South-South Cooperation.

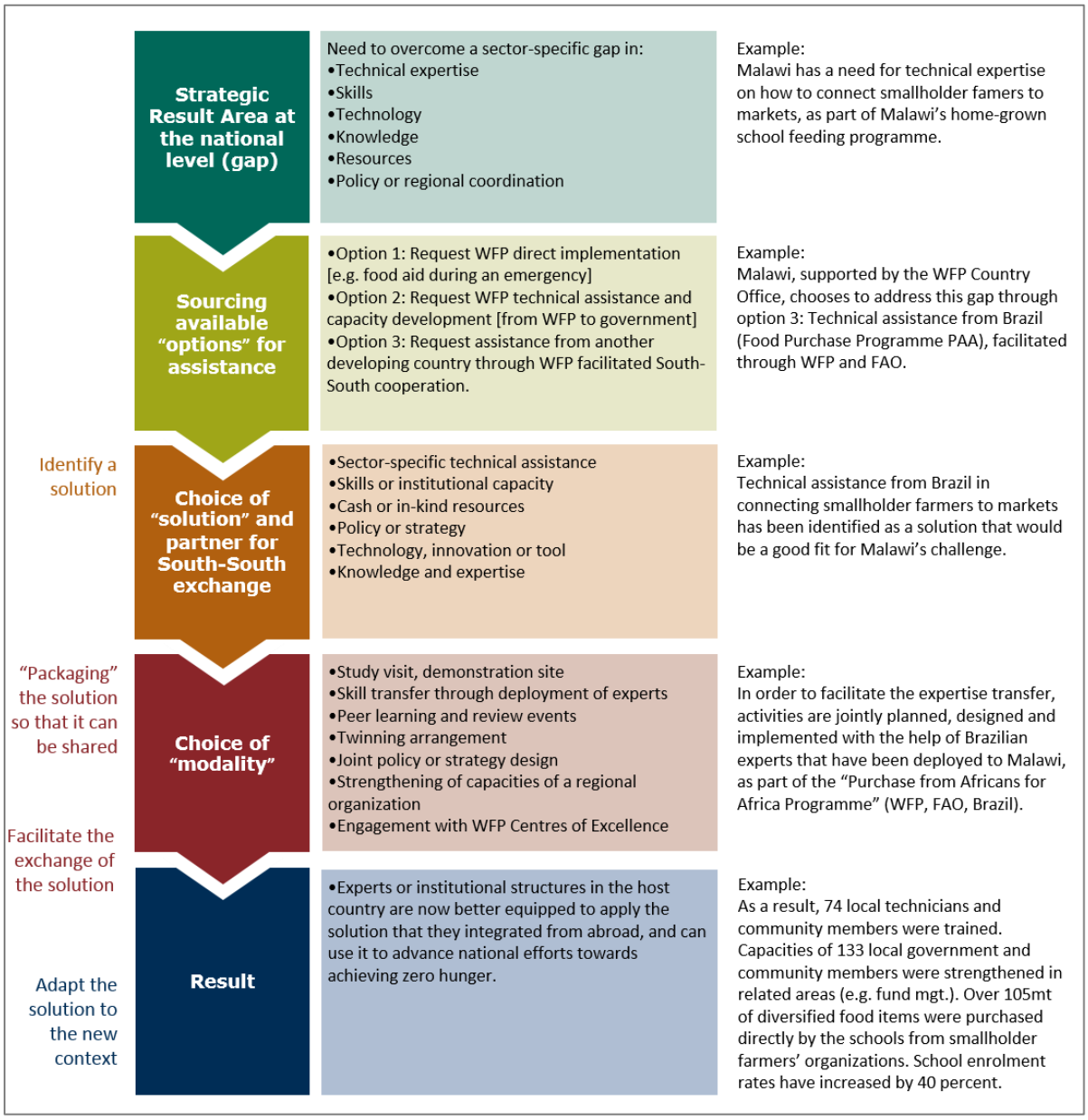
[46] Example from September 2019 here: https://docs.wfp.org/api/documents/WFP-0000107870/download/

[47] This is an area where joint work between the SSTC Team and the RBX is underway in order to approach the analysis more systematically.

- Contribution to report against the SSTC indicator included in the quadrennial comprehensive policy review (QCPR).[48]

[48] The QCPR indicator refers to "% of programme countries indicating that the United Nations has undertaken activities in that country to support South-South or triangular cooperation".

Figure 1: Contribution of SSC as means of strengthening national efforts to advance zero hunger



Source: WFP SSTC manual https://south-south.manuals.wfp.org/en/building-block-3-strategy-formulation-and-programme-design/33-how-to-approach-south-south-cooperation-as-a-means-of-implementation/

58. The current CRF includes a new **SSTC-specific indicator**: '*Number of programmes benefitting from WFP-facilitated South-South and Triangular Cooperation*'. Guidance on this SSTC indicator specifies three aspects that should be considered when monitoring SSTC initiatives:

- The SSTC indicator strongly relates to and contributes to/complements WFP's CCS as well as Partnership Indicators – particularly when the focus is on facilitating technical assistance and partnerships among two or more developing countries in order to promote national efforts towards zero hunger.
- When monitoring South-South projects, it is important to recognize that South-South and triangular cooperation initiatives are determined, initiated, and driven by developing countries (host governments), not WFP itself. WFP's host governments therefore bear the primary responsibility for achieving results of South-South initiatives, while WFP is

responsible for ensuring its SSTC facilitation support (upon government demand) is efficient and effective.

- When monitoring South-South projects, there is a need to distinguish between (a) the results generated as a consequence of countries directly cooperating with each other; and (b) results from WFP's specific contribution to facilitate SSTC initiatives. WFP COs are expected to monitor and report on SSTC efforts focusing on both aspects.

59. The 2018 WFP Annual Performance Report (APR) refers to how SSTC has been 'internalised' at the planning stage by COs and in their Country Strategic Plans indicating that 94%[49] of the CSPs approved in 2018 include SSTC as a means of strengthening host government capacities to achieve SDG 2 targets. Of these, 52%[50] included the WFP CoE in Brazil as the preferred partner for utilizing systematic approaches to national capacity development such as school feeding or social safety nets.[51]

60. An internal network of SSTC focal points in the different Regional Bureaux and in the Centres of Excellence carries out a number of reporting activities on SSTC, These, although not in a systematic matter, feed into HQ-level/corporate monitoring and reporting on SSTC.

61. In terms of reporting on SSTC, at inter-agency and UN-wide level, WFP provides inputs to **(i)** the yearly *Report of the Secretary-General on the State of South-South Cooperation*; **(ii)** to the periodic Quadrennial Comprehensive Policy Review (QCPR); and **(iii)** to the work of the Inter-Agency Mechanism for South-South Cooperation as thematic lead on Monitoring & Evaluation of the UN System-wide strategy on SSTC (currently being finalised).

Reporting on results

62. In terms of reporting on results, the 2018 APR note that 18 country offices were directly supported by the Centres of Excellence[52] in their efforts to strengthen capacities to implement the SDGs. This figure is in stark contrast with the much higher percentage (over 90% in 2018) of COs including SSTC in their Country Strategic Plans.

63. Some selected examples of results to which SSTC is reported[53] to have contributed are:

- Ministerial decision in Bangladesh to develop a hot meal school meals initiative linked to local agriculture (community women growers) thanks to a partnership between the CoE in Brazil and the Government of Bangladesh.
- Mitigation of the negative effects of the 2011/12 food crisis at the Horn of Africa through twinning partnerships between Southern African Development Community (SADC) countries (Angola, Mozambique, South Africa, Tanzania and Zambia), and Kenya, Ethiopia and Sudan.
- Strengthened role of rural women in smallholder farming in Ecuador by facilitating peer learning and advocacy support.[54]
- Strengthened resilience and livelihoods of vulnerable smallholder farmers to climate-related shocks in Sri Lanka.[55]

[49] 64 CSPs in total.

[50] 37 CSPs in total.

[51] WFP-APR 2018, para 204.

[52] CoEs are only one possible partner to promote SSTC. WFP COs are also supported by RBX and HQ in this area of work.

[53] In the APR document.

[54] Country Experiences in South-South and Triangular Cooperation Enabled by the United Nations Rome-based Agencies 2019 RBA Celebration of the UN Day for South-South Cooperation.

[55] Ibid.

- Improved meteorological services in the Dominican Republic and accuracy of forecast models thanks to a WFP-promoted partnership between the Dominican Republic and Cuba.

64. Even this limited selection of examples of results to which SSTC is reported to have contributed is indicative of: **(i)** how varied are the possible SSTC 'configurations' and constellation of actors (including regional entities) and partners engaged in SSTC initiatives; **(ii)** SSTC policy results need to be understood through the lens of very different programmatic areas and modalities of WFP engagement and support to SSTC; and (iii) potential value of SSTC also in terms of advocacy to prioritize zero hunger interventions.

65. As discussed in the ToR methodology section it is proposed that the evaluation will analyse SSTC policy-related results through thematic case studies. The evaluation is expected to purposefully sample those SSTC initiatives that will be assessed more in depth through country visits and remote desk studies. Moreover, the analysis will need to include whether and how SSTC-related results have been reported in the WFP corporate systems including through Annual Country Reports (ACRs).

Institutional arrangements and estimated investments to support policy implementation

66. Established in 2014, the SSTC Team [56] has been providing technical guidance and support to the roll-out of the policy, including in the form of guidance development, analysis, as well as monitoring and reporting as outlined above. The Unit is comprised of one full time P-4 short-term professional staff and approximately 15% of one D1 (both PSA funded), one consultant, one junior consultant and one intern.

67. As a follow up to the recommendations issued in a JIU report on UN Support to SSTC[57], WFP estimated its investments in SSTC to be a total of USD 454,860 as of 2018.[58] This figure includes the cost of resourcing a number of full or partial positions allocated to SSTC as follows:

- In HQ – in addition to the positions funded in PDP, 50% of a Junior Consultant Position in OSN; 15% of one P2 FTP (PSA funded) in PGG;
- In the Regional Bureaux –10% of two P5 Senior Regional Programme Advisors in RB Bangkok and RB Dakar (both PSA funded), and 50% of two National Officers in RB Panama and 10% of one National Officer in RB Johannesburg.

68. Moreover, in terms of human resources, the Centres of Excellence employ 29 staff in the CoE Brazil, and 23 in CoE China with over 80% of national staff in both Centres.[59]

3.4 Scope of the Evaluation

69. The evaluation will cover the WFP SSTC Policy from its endorsement in May 2015 until June 2020[60]. It will focus on the criteria of relevance, effectiveness,[61] coherence, and sustainability[62] and

[56] Formerly WFP OSZ.

[57] Specifically, the JIU requested WFP to (1) establish a dedicated SSTC focal point function/unit and (2) apportion no less than 0.5 of core resources (equivalent: PSA) for promoting SSTC. JIU (2018) Progress report on the recommendations contained in the review of South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3). https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2018_2_english_0.pdf

[58] See WFP investments in SSTC (WFP-SSTC Team, *internal*).

[59] WFP sources. http://info.wfp.org/login/?next=/s/PARB/people/#/

[60] This is to cover the full period of when the evaluation data collection activities are expected to take place.

[61] Cost effectiveness will also be explored to the extent feasible considering data availability.

[62] This list includes the evaluation criterion of 'coherence' that has been added to the long-established list of OECD-DAC criteria, in during the DAC revision of the evaluation criteria in the context of the Agenda 2030. The criterion of 'coherence' was already included in the list of evaluation criteria for humanitarian evaluations (see Tony

assess the quality of the policy given the context at the time of its development, and the results that can be plausibly associated with the roll-out of the policy, including guidance, tools, technical capacity support and resourcing.

70. For the evaluation to meet the twin objectives of accountability and learning, the analysis will focus on:

- Assessing the quality of the policy at the time of its development referring to international benchmarks[63] for policy design in effect at the time of its development;
- Covering the policy implementation period from 2015 to 2020 – including the institutional dimensions with the different roles of HQ, Regional Bureaux, and Centres of Excellence in brokering SSTC;
- Assessing different levels of results and spillover effects that can be plausibly associated with the roll-out of the policy, including guidance, tools, technical capacity support and resourcing as specified in the policy document.
- Supporting organizational learning by providing evidence on whether and how WFP work in the area of SSTC has been contributing to progress against the current Strategic Plan, and WFP's Strategic Objectives in the context of Agenda 2030.

71. The nature and value added of different types of SSTC will be assessed at the HQ, Regional Bureau and country office level, through the use of a Theory of Change (ToC) for WFP engagement in SSTC – as discussed further in section 4.1.

72. The evaluation will also examine whether and in which ways guidance, programming and resourcing focusing on Country Capacity Strengthening (CCS) and partnership building has contributed to advance the SSTC policy and programmatic agenda.

4. Evaluation Questions, Approach and Methodology

4.1 Evaluation Questions

73. The evaluation will address the following three high-level questions and related sub-questions, which will be detailed further in an evaluation matrix to be developed by the evaluation team during the inception phase. Collectively, the questions aim to generate evaluation insights and evidence that will help WFP Colleagues working on SSTC, and policy-programme more broadly, to strengthen support to country offices as they work to facilitate progress towards the objectives of the Zero Hunger Challenge and the related SDGs.

Question 1: How good is the Policy?

74. The evaluation will assess the SSTC Policy with international good practice, the practice of partner organizations, including the Rome-based Agencies and other comparators, and other benchmarks[64] in order to understand whether the Policy was designed so as to attain the best

Beck/ALNAP, 2006) but it has recently gained prominence in the development evaluation contexts as it can open the evaluative analysis to capture more explicitly synergies, linkages, partnership dynamics, and complexity of the triple (humanitarian-development-peace) nexus. See OECD-DAC thematic page:https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

[63] Benchmarks may be drawn from an analysis of (i) other SSTC policies and strategies (such as those adopted by the other Rome-based and NY-based agencies); and (ii) selected SSTC studies and evaluations that have assessed policy quality drawing for example from the extensive SSTC database hosted by UNOSSC.

[64] For example, the policy quality benchmarking analysis can refer to the OEV 2018 Top 10 Lessons for Policy Quality in WFP.

results, and how well it is supporting WFP's current strategic approach. This will include the extent to which the SSTC Policy:

- provides a clear understanding to its internal and external stakeholders of WFP's conceptual and strategic vision on SSTC;
- sets clear and measurable expectations to internal and external stakeholders;
- includes an analysis of the inter-related elements required to ensure achieving SSTC results;
- remains relevant in the face of changes in the approach to SSTC in humanitarian/development contexts, international processes (Agenda 2030, BAPA+40) and internal transitions;
- is consistent, coherent and complementary in relation to other WFP policies, strategic plans or frameworks in force at different levels of the organization (HQ, RB, CO); and,
- has reflected aspects relating gender, equity and other UN norms and principles.

Question 2: What were the results of SSTC policy?

75. The evaluation will collect information and data on results that can plausibly be associated with the policy results statements, including the policy section on "main deliverables" linked to policy implementation, and mechanisms and priorities identified to implement it.

76. The evaluation will identify the main areas in which results were achieved, as well as the main types of results to which WFP has contributed in the area of SSTC and their sustainability. In so doing, the evaluation will generate, to the extent possible, an understanding of other factors that generated demands and supply of SSTC, and enabled changes at Country Office, Regional Bureau, WFP Office and HQ levels in order to establish plausible associations between these occurrences and the stated policy and its implementation measures. Elements to be assessed include the extent to which:

- there is evidence to validate and document intended and unintended results linked to the implementation of the SSTC policy;
- the implementation process of the policy has produced quality guidelines and tools, and evidence-based documentation - including mappings -and was informed by prioritization in selecting SSTC areas of engagement;
- WFP engagement in SSTC has brought about programmatic results that meet high quality standards for cooperation;
- available evidence shows the importance of SSTC in WFP plans and operations at different levels;
- WFP's own capacity and comparative advantage to effectively broker SSTC has increased and how that has strengthened WFP's comparative advantage corporately and across country offices to support their work towards Zero Hunger solutions;
- the benefits of working using SSTC modalities compared with other modalities is cost-effective and produces a greater impact than working solely with WPF bilateral technical cooperation;
- implementation of the SSTC policy has led to documented organizational change in WFP at different levels, including changes to its approach to partnering and supporting technical cooperation in order to fight hunger;
- institutional/organizational structures and processes have been established to enable the diffusion, institutionalisation and sustainability of SSTC and the results brought about by this type of cooperation.

Question 3: Why has the Policy produced the results that have been observed?

77. In answering this question, the evaluation will generate insights into the incentives, triggers or explanatory factors that caused the observed changes (question 2) or prevented results achievement. It will look at explanatory factors that resulted from the way in which the policy was developed and articulated (question 1), the way in which it was implemented (e.g., looking at capacities and resource issues), and other factors (e.g. risks and assumptions that influence behaviour). In doing so, the evaluation should attempt to benchmark against good practice in order to identify pointers for learning. The evaluative analysis should focus on WFP's internal factors and factors in the external operating environment, including:

- Drivers, interests and criteria for engaging with SSTC work;
- Buy-in and support to SSTC by WFP Management at all levels, as relevant;
- Buy-in and support to WFP's SSTC approaches by a range of stakeholders and actors including government counterparts and EB members;
- Awareness of the political dimension and of the increasing role of SSTC in economic cooperation with the associated opportunities and risks for WFP;
- The extent to which the principles included in the SSTC policy can be seen reflected in the SSTC interactions and exchanges;
- Mainstreaming of SSTC approaches across the organization;
- Communication and dissemination of the SSTC policy throughout WFP;
- Institutional enabling environment and incentives, including in relation to the set up and operations of the CoEs;
- Appropriate skills-sets and competencies to broker SSTC – including through RBA joint work;
- Monitoring, evaluation, results reporting and learning.

78. This evaluation will also examine the extent to which gender and equity dimensions are integrated into the SSTC policy and related systems and processes.

4.2 Overview of Evaluation Approach

79. This policy evaluation is expected to be designed and delivered using the following analytical components and approaches:

(i) Developing a **taxonomy** to clarify conceptual, strategic, programmatic, capacity and resourcing issues around different types of SSTC as understood by WFP in its work at global, regional and country level;

(ii) Constructing an overall **Theory of Change** for WFP engagement in SSTC including elements relating to risks and assumptions;

(iii) Carrying out four **SSTC thematic case studies** covering the four programmatic areas that have seen most SSTC exchanges – namely social protection and safety nets including school feeding; smallholder support and market access; nutrition; and emergency preparedness and response. The thematic case studies will cover all aspects ranging from SSTC collaboration conception, to implementation and contributions to results; through four case studies the evaluation will also explore relevance and effectiveness of the SSTC modalities applied.[65]

[65] The case studies will also explore challenges both in design, implementation, monitoring and evaluation of SSTC initiatives and how these could be overcome or mitigated. More details on the country visits that will be conducted for each of the four thematic case studies are included in section 4.4.

80. The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS) which provides details on the elements to be included in the methodology, including attention required to gender equality and the empowerment of women. More detailed discussion on the different evaluation design elements, including criteria for case study selection is included in the methodology section 4.4.

4.3 Evaluability Assessment

Evaluability *is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.*

81. From an evaluability perspective, the challenges to be expected in this policy evaluation relates to three main domains: concepts and related data, documentation available at all levels, measurement; attribution; and stakeholder influence - briefly discussed below.

82. The first set of inter-related evaluability challenges concern **clarity and consistency in the use of concepts and related measurement, monitoring and reporting**. From a cursory review of WFP programme sources and reports, SSC, triangular cooperation and SSTC appear to be used often interchangeably. Moreover, conceptual boundaries between SSTC, partnerships and WFP's work in the area of Country Capacity Strengthening (CCS) can blur the line between SSTC and other forms of assistance and cooperation WFP is providing. This, in turn also affects how WFP's performance measurement systems capture and single out financial and non-financial contribution to SSTC vis-à-vis other forms of assistance and cooperation. An additional challenge related to measurement and reporting is expected to be around the availability of sex and age disaggregated data.[66]

83. Secondly, from a methodological perspective, this evaluation will also have to grapple with the challenge of unpacking **contribution to results** – particularly at the level of outcomes relating to knowledge, policy and institutional changes to which WFP's brokered SSTC initiatives are only one of the contributing factors – be it through the release of seed funding; be it through the facilitation of country-to-country knowledge exchanges. An explicit Theory of Change is also missing from the SSTC policy document. This is likely to complicate the work of the evaluation team in constructing the web of enabling factors, risks and assumptions that are expected to affect how SSTC-relevant results are brokered by WFP. Analysing SSTC results will also be challenged by the evaluation scope which crosses two Strategic Plans with their respective results frameworks. The evaluation will need to consider policy results in different programmatic areas, explore intended and un-intended results, but is unlikely to be able to establish unique attribution to WFP for results at the level of changes in the lives of the ultimate intended beneficiaries of SSTC initiatives.

84. A final set of evaluability challenges is also expected to relate to the **institutional dimension of SSTC** for example looking at:

- *internal structures* with HQ technical units, vis-à-vis Centre of Excellence vis-à-vis, Regional Bureaux engagement in SSTC often with different pathways to their establishment and often with different reporting lines;
- *internal buy-in and stakeholder ownership* of the SSTC agenda, as this also touches on the dual mandate of WFP and its engagement in longer-term capacity strengthening work;

[66] During the evaluation inception stage, when providing the evaluation team with the detailed e-library content, attempts will be made to seek out gender-disaggregated data from all sources.

- *external dimension of SSTC engagement* – including with EB members, Rome-based Agencies, as well as other Agencies such as UNOSSC, UNICEF, UNDP

85. During the inception stage, the evaluation team is expected to further articulate the data, methodological and analytical challenges they expect to encounter in this policy evaluation and the mitigation strategies they will put in place to ensure the evaluation findings are as sound and well-grounded as possible. For example, reference to the frameworks used to evaluate policy influence[67], and the use of an outcome-based evaluation approach[68] coupled with the re-construction of a Theory of Change for WFP's engagement in SSTC may prove valuable in addressing some of the evaluability challenges discussed earlier.

4.4 Methodology

86. OEV welcomes the use of diverse, participatory, and innovative evaluation methods. The evaluation team is expected to take a rigorous methodological approach in order to maximise the quality, credibility and use of the evaluation. The methodology will systematically address the evaluation questions and sub-questions in a way that meets the dual purposes of accountability and learning.

87. The evaluation methodology – including details on the data collection, and analytical approaches used to answer the evaluation questions – will be designed by the evaluation team during the inception phase and presented in an evaluation matrix, together with all data collection instruments. The methodology is expected to:

- Employ a mixed-method approach incorporating qualitative and quantitative data collection and analysis tools including the analysis of monitoring data – as available.
- Be explicitly designed to address the three main evaluation questions – taking into account evaluability, budget and timing constraints.
- Reflect on the expected evaluability challenges and propose how the evaluation and related data collection and analysis tools will be crafted in order to address those challenges.
- Refer to and make use of relevant internationally agreed evaluation criteria such as those developed by OECD-DAC, in particular effectiveness, relevance, coherence, and sustainability.
- Demonstrate impartiality and make explicit how bias will be minimised by relying on a cross-section of information sources (e.g. stakeholder groups, including programme participants, etc.) and using a mixed methods approach (e.g. quantitative, qualitative, participatory) to ensure triangulation and credibility of findings and conclusions.
- Gather and present data disaggregated by sex and age group in order to feed into a gender-sensitive evaluative analysis.

88. The evaluation team is required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

89. Overall, attention should be paid to ensuring that a gender analysis is mainstreamed throughout the evaluation process, including in the evaluation questions and indicators. Data will be disaggregated by sex and by age group and as appropriate, the evaluation findings and

[67] See for example the work by L. Shaxson in this area: https://degrp.squarespace.com/s/Achieving-policy-impact-DEGRP-guidance.pdf

[68] Some examples include Most Significant Change (MSC), Outcome Mapping, Outcome Harvesting, and the ODI ROMA – RAPID Outcome Mapping Approach. See for example: https://www.odi.org/features/roma/home

conclusions will highlight differences in performance and results for different programme participants and target groups.

Design elements

90. The main design elements for data collection and analysis expected to be included in the evaluation are introduced below:

- A substantial **document review** will be required to develop a **taxonomy** of WFP-supported SSTC initiatives and assess the ways in which SSTC has been conceived, measured and reported since the policy was issued in 2015.
- A fully-fledged **stakeholder analysis** will be required to understand the different spheres of influence, alignment and interests in this policy area[69] – including EB members in the analysis[70].
- The development of a **Theory of Change** (ToC) for WFP's engagement in SSTC will be needed to understand the influence of WFP's supported SSTC on results, as well as to make explicit the risks, assumptions and external factors affecting results.
- **Surveys** may also be developed to capture the breath of WFP-supported SSTC initiatives in specific areas and triangulate other data points gathered through other data collection means.[71]
- To understand policy implementation and assess SSTC modalities and contribution to results, **four thematic case studies** are suggested to be produced covering the programmatic areas that have seen most SSTC initiatives to date – namely social protection and safety nets including school feeding; smallholder support and market access; nutrition; and emergency preparedness and response.[72] The thematic case studies will also be used to corroborate, challenge and add nuances to specific elements of the overall SSTC ToC that will be developed by the evaluation team. Each thematic case study will draw data from:
  - primary data gathered from two country visits[73];
  - one remote desk review of a third country;
  - analysis of interview data gathered among WFP internal as well as other stakeholders – including Government counterparts;
  - analysis of WFP SSTC products such as South-South reviews, and regional mappings;

[69] Depending on the country context, the analysis of influence, alignment and interests in the SSTC policy area will have to consider also changes of government including also staff/cadre as relevant

[70] Different types of activities can be considered to garner insights from EB members for example: administering a brief questionnaire or facilitating focus group discussions. The WFP EB Secretariat will be consulted when considering the most appropriate option.

[71] For some specific topics – such as SSTC-activities supported by the WFP China and the Centre of Excellence in China – the evaluation team will be in a position to input in the development of a survey tool prepared for another ongoing evaluation (Evaluation of China CSP) and will be able to use the survey results. Existing QCPR survey data may also be used for the evaluation. However, for some topics, e.g. mapping CoE's activities and contributions, or understanding EB members interests in the SSTC policy area, the evaluation team may need to develop and administer a survey specifically crafted for this evaluation.

[72] Emerging areas for SSTC (such as DRR, climate adaptation and resilience building; VAM; and supply chain) are considered as secondary focus of this evaluation – as discussed in section 3.2. However, should specific insights emerge in those areas that yield particular analytical significance, the evaluation team is expected to capture and highlight them.

[73] This is possible in the case of this policy evaluation given that the same country may be a provider as well as a recipient of multiple SSTC initiatives in different programme areas (as visualised in table 1 figure 4 in Annex 4).

- analysis of WFP corporate monitoring, reporting[74] and CSP-related documents and evaluations (as available);
- analysis of survey data (including as available from the ongoing evaluations – such as CSP China evaluation);
- secondary analysis of other UN reporting on SSTC for that given country / theme (e.g. QCPR survey, SDG reporting from other UN agencies).

91. Given the importance of country selection for the thematic case studies, additional details are provided in the following section.

Country visits selection for the thematic case studies

92. The evaluation will include the following country visits for different purposes as shown below:

Evaluation phase	Type of visit / objective	Number of countries covered
Inception	Inception visit (to garner a deeper understanding of SSTC initiatives, related data and type of stakeholders and refine the evaluations tools and methodology in order to prepare an inception report)	1 or 2
Data collection	Evaluation data collection through field visits	4 or 5
Data collection	Evaluation data collection through remote desk analysis and interviews	4 or 5

93. The country visits selection for each of the four thematic case studies needs to consider the varying configurations of SSTC collaborations, resourcing and brokering relations. Moreover, there are other OEV-led evaluations that will be considered as affecting this selection.[75] Table 1 indicates which other countries are currently in the process of initiating an evaluation (e.g. CSP evaluation) or are scheduled to host an evaluation mission part of another global evaluation (e.g. Strategic Evaluation of School Feeding Contribution to the SDGs). Taking into account the overlap with other evaluations, the table show a proposed long list of countries that could be covered through remote desk studies or country visits for this SSTC evaluation.

94. At all phases, this evaluation will look out for possible synergies and strive to avoid duplications with the other ongoing evaluations. This will be done through ensuring a coordinated approach to country visit selection for Strategic Evaluations, providing inputs to evaluation questions, and data collection protocols and surveys designed for other evaluations. This evaluation will also consider recently completed CSP evaluations and other centralised and decentralised evaluations.

[74] This will include the Annual Country Reports (ACRs) for all the countries included in the thematic case studies.

[75] For example, the *Strategic Evaluation (SE) of School Feeding Contribution to the SDGs* has also identified possible country visits where WFP-supported SSTC focusing on school feeding is one of the key components to be assessed. In this case, top ensure synergy between the two evaluations, OEV has conducted joint HQ briefings, as well the inclusion of SSTC specific-questions in the data collection tools used for country visits (such as for Peru').
An evaluation of the current *WFP China CSP* features SSTC as one of the Strategic Objectives; this evaluation is currently in the preparation phase and OEV is planning a joint evaluation mission to China (covering also the CoE) to maximise the synergy between the SSTC policy evaluation and the CSP evaluation. Bangladesh has recently hosted an evaluation mission part of a Corporate Emergency evaluation and may not have capacity to host an evaluation for SSTC purposes. An evaluation of the *WFP CSP in Zimbabwe* – currently in the initial phase and OEV is discussing the option of including specific SSTC questions in the data collection instruments used for the CSP evaluation. Should a timeline alignment between the two evaluation be possible, the CSP and SSTC evaluation would also consider a joint evaluation mission to Zimbabwe. An evaluation of the *WFP CSP in Mozambique* and *Gambia* are also in the preparation stage and OEV will look to embed some SSTC specific questions in the CSP evaluations.

95. A three-step approach (described in detail in Annex 4) was conceived to identify a long list of possible country visits, which will be then discussed, refined and finalised at inception stage. In a nutshell, the approach included: **(i)** identifying several features of interest to scan and categorise different SSTC initiatives; **(ii)** producing an initial scan of SSTC initiatives brokered by WFP; and **(iii)** developing a shortlist (in table 1) of possible country visits considering:

- coverage of all four SSTC most common programming areas in WFP (adopted as thematic case studies in the evaluation[76]);
- a balanced between SSTC 'provider' and 'recipient' countries – considering that some countries are both 'providers' and 'recipients' for different SSTC initiatives;
- coverage of all Centres of Excellence;
- a mix of SSTC initiatives with / without the involvement of the Centres of Excellence;
- a spread of different WFP country office sizes[77]
- other ongoing centralised evaluations to avoid duplication.

96. It is worth noting that from the initial scan of WFP-brokered SSTC initiatives (in Annex 4), it appears that different WFP regions and the country offices in their portfolio have made use of SSTC to varying extent. Some regions and countries, for examples in Latin America, appear to have a longer standing experience with and exposure to SSTC – possibly thanks for the catalytic presence and work led by a number of countries in the Latin American region as well as the CoE Brazil. Therefore, in order to ensure minimum SSTC-related data and documentation is available for the country visits, this policy evaluation will not give equal coverage of all WFP regions but prioritise country visits where there is an expectation to find more significant SSTC cases to assess.

[76] This is also with the expectation that those countries have more significant insights and critical mass to offer on SSTC.

[77] Using OMS data on CO size.

Table 1: Shortlist of possible country visits and desk review countries (with suggested priority highlights)

RB	Country Visit / Remote desk Review	Possible country options	SSTC Provider	SSTC Recipient	Social protection and safety nets incl. school feeding	Smallholder support and market access	Emerg. Prepared. and Response	NUT	CSP Evaluation	Strategic Eval School Feeding
RBB	Country Visit	Sri Lanka	×	×		×	×	x		
	Desk Review	India	×	×						
RBC	Country Visit	Egypt	×	×	×			×		
	Desk Review	Lebanon		×	×				×	
RBD	Country Visit	Cote d'Ivoire CERFAM	×			×				C
		Gambia	×	×			×		×	
		Benin	×			×				D
	Desk Review	Niger	×	×			×			
RBJ	Country Visit	Rep of Congo		×		×				D
		Zambia		×	×	×	×			
	Desk Review	Zimbabwe	×	×		×			×	
		Mozambique		×		×	×		×	
		Malawi	×	×		×	×	×		
RBN	Country Visit	Burundi		×	×	×				
		Rwanda	×	×		×		×		C
	Desk Review	Kenya	×	×		×	×			I+D
RBP	Country Visit	Ecuador		×		×				
	Desk Review	Peru'	×	×	×	×		×		C
		Cuba	×				×			
Report to HQ	Country Visit	Brazil CoE	×		×	×				
		China CoE	×			×		×	×	
No WFP CO	Desk Review	Chile	×					×		
		Costa Rica	X					X		

Source: OEV compilation
Legend: "D" Desk Review; "C" Country visit during data collection; "I" Country visit during inception phase
Note: Country visits for the Strategic Evaluation of School Feeding are subject to COs' confirmation

97. The specific role played by WFP in each SSTC programmatic area as well as the effectiveness of different SSTC modalities will be assessed in each case study for which data will be gathered through:

a) Primary data gathered through two country visits[78];
b) Remote desk-based analysis in an additional country;
c) Analysis of interview data gathered WFP internal as well as other stakeholders – including Government counterparts;
d) Analysis of monitoring data – as available;

[78] This is possible in the case of this policy evaluation given that the same country may be a provider or a recipient of multiple SSTC initiatives.

e) Analysis of WFP corporate reporting and CSP-related documents and evaluations (as available);
f) Analysis of survey data (including from the ongoing CSP Evaluation of China);
g) Secondary analysis of other UN reporting on SSTC for that given country / theme (e.g. QCPR survey, SDG reporting from other UN agencies).

4.5 Quality Assurance

98. This evaluation will follow OEV's Evaluation Quality Assurance System (EQAS) guidance for policy evaluations. To maximise the evaluation's quality, credibility and utility, a mixed methods approach will be used with triangulation of evidence to ensure transparency, traceability of evaluation results and minimise bias. The evaluation questions and sub-questions will be systematically addressed so as to meet both the accountability and learning goals. A sampling strategy to ensure coverage of the most salient aspects of WFP's approach to SSTC will be developed.

99. During the Inception Phase, the evaluation team will conduct an inception mission to a Regional Bureau, WFP Office or Country Office to deepen their understanding of the context, gather information on data availability and quality and test data collection instruments. The inception report will include a theory of change, a detailed evaluation matrix and a description of the proposed methodological approach. An assessment of gender-related gaps will be included in the approach.

100. WFP's EQAS is based on the United Nations Evaluation Group (UNEG) norms and standards and good practice of the international evaluation community (ALNAP and OECD-DAC). It sets out processes with steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the evaluation. The evaluation manager will conduct the first level quality assurance, while the Head of the Global and Synthesis Unit will conduct the second level review. All deliverables will be approved by the Director of Evaluation. This quality assurance process does not interfere with the views and independence of the evaluation team, rather it ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis while also ensuring a high degree of utility to key WFP stakeholders.

5. Organization of the Evaluation

5.1. Phases and Deliverables

101. The proposed evaluation timeline indicating the main deliverables is tabled below.

Table 2: Timeline summary of the key evaluation milestones

Phases	Nov-Dec 2019	Jan-Feb 2020	Mar - May 2020	June-Sept 2020	Oct-Dec 2020	Jan-Feb 2021	Mar-June 2021	Main actions / and deliverables
Phase 1 (Preparation) Preparation of ToR Stakeholder consultation Identify and hire evaluation team	x	 x x						✓ Draft and Final TOR ✓ Evaluation Team and/or firm selection & contract. Briefing at HQ ✓ ToR
Phase 2 (Inception) HQ Briefing eval team Document review Inception mission		x	x x x					✓ Inception Mission and inception reports. ✓ Desk Review

								✓ Delivering of Inception Report
Phase 3 (Data collection) Data collection Analysis workshops Debriefings				x x x	x			✓ Country-level evaluation data collection missions ✓ Exit debriefing ✓ Debriefing presentations ✓ Aide-memoire or other type of country-specific deliverable
Phase 4 (Reporting) Draft reports Comments and revisions					x x x	x x x		✓ Draft Evaluation Reports with Matrix of comments ✓ Stakeholders' workshop ✓ Final evaluation report
Phase 5 (Presentation) Exec. Board **EB.A/2021 (June)** + Management response						x	x x	✓ Summary Evaluation Report Editing/Evaluation Report Formatting ✓ Recommendations for Management Response

5.2. Evaluation Team Composition

102. A team leader and team members with appropriate evaluation and technical capacities will be hired to conduct the evaluation. Within the team, the team leader bears ultimate responsibility for all team outputs, overall team functioning, and client relations.

103. The team leader requires strong evaluation and leadership skills, experience with evaluation of corporate policies, experience in the evaluation of capacity development work; evaluation of technical cooperation; evaluation of collaborations and partnerships; evaluation of policy influence. Experience with the use of outcome-based evaluation approaches and with facilitation of ToC development is also required. The team leader's primary responsibilities include (a) setting out the methodology and approach in the inception report; (b) guiding and managing the team during the inception and evaluation phase and overseeing the preparation of working papers; (c) consolidating team members' inputs to the evaluation products; (d) representing the evaluation team in meetings with stakeholders; (e) delivering the inception report, draft and final evaluation reports (including the Executive Board summary report) and evaluation tools in line with EQAS standards and agreed timelines.

104. Overall, the evaluation team members skills-set and expertise need to cover all the main SSTC programmatic areas included in the evaluation case studies. An advanced understanding of WFP and global UN policy and SDG architecture is required. The team should have strong capacity in conducting global evaluations that incorporate thematic case studies and the use of mixed methods in evaluation – including the use of qualitative and quantitative data collection and analysis approaches.

105. The team will not have been involved in the design, implementation or monitoring of the WFP SSTC policy nor have any conflicts of interest. The evaluators are required to act impartially and respect the evaluation code of conduct.

106. The evaluation team should comprise men and women of mixed cultural backgrounds. For specific country case study components, core team members may need to be complemented by national expertise. The team members should be able to communicate clearly both verbally and in writing in English. The team should also have additional language capacities (e.g. French, Portuguese, Spanish, Chinese). Office support in data analysis will be required to support the evaluation team.

107. The evaluation team members should contribute to the design of the evaluation methodology in their area of expertise; undertake documentary review prior to fieldwork; conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, collect and analyse information; participate in team meetings with stakeholders; prepare inputs in their technical area for the evaluation products; and contribute to the preparation of the evaluation report.

79. Support will be provided by OEV to collect and compile relevant documentation, especially when not available in public domain, facilitate engagement with respondents and provide support to the logistics of field visits.

5.3. Roles and Responsibilities

108. This evaluation is managed by OEV. Francesca Bonino has been appointed Evaluation Manager responsible for the evaluation preparation and design, follow-up and first level quality assurance throughout the process following EQAS.

109. Deborah McWhinney, Senior Evaluation Officer in OEV, will conduct the second-level quality assurance, while Andrea Cook, Director of Evaluation will approve the TOR, budget, full evaluation report and summary evaluation report.

110. The Evaluation Manager has not worked on issues associated with the subject of evaluation in the past. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the inception and field missions; conducting the first reviews of evaluation products; and consolidating comments from stakeholders on the main evaluation products. She will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth communication and implementation of the evaluation process. An OEV Research Analyst, Raffaela Muoio will provide research support throughout the evaluation. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

111. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of respondents.

112. As mentioned earlier, an Internal Reference Group (IRG) as well as an External Advisory Group (EAG) will be established for this evaluation (See membership in Annex 2). In their role, they are expected to review and provide feedback on interim and final evaluation products. Specifically:

- The IRG will be composed of a cross-section of WFP stakeholders from relevant business areas at HQ, Regional Bureau and CO-level and will be participating to the stakeholder feedback workshop to discuss the emerging evaluation recommendations.
- The EAG will be composed of Colleagues from different agencies with technical expertise and experience with SSTC and will provide inputs[79] during the evaluation data collection stage as well as review the draft reports.

113. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the SSTC-related activities; facilitate the evaluation team's contacts with stakeholders in the different countries that will be

[79] Inputs may include information and relevant documents in the inception phase for the stakeholder analysis on SSTC globally, as well as in the policy benchmarking analysis. EAG members will be interviewed and requested to provide any relevant SSTC country and region-specific information ahead of evaluation mission; they will also be asked to share any best practices and insights on organizational challenges and opportunities with SSTC as they faced in their own different organizational contexts.

visited; set up meetings and field visits as needed. A detailed field visit schedule will be presented by the evaluation team in the Inception Report.

5.4. Communication [80]

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

114. Emphasizing transparent and open communication, the Evaluation Manager will ensure consultation with stakeholders on each of the key evaluation phases. The ToR and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all cases the stakeholders' role is advisory. Briefings and de-briefings will include participants from country, regional and global levels. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A more detailed communication plan for the findings and evaluation report will be drawn up by the Evaluation Manager during the inception phase, based on the operational plan for the evaluation contained in the Inception Report.

115. OEV will make use of data sharing software (Teams) to assist in communication and file transfer with the evaluation teams. In addition, regular teleconference and one-to-one telephone communication between the evaluation team and manager will assist in discussion any particular issue.

116. Main deliverables during the evaluation phase will be produced in English. Should translators be required for fieldwork, the evaluation team will make the necessary arrangement and include the cost in the budget proposal. OEV will organize a stakeholder's workshop after field work to discuss the draft evaluation findings, conclusions and recommendations.

117. The Summary Evaluation Report together with Management Response will be presented to WFP's Executive Board in all official WFP languages in June 2021. OEV will ensure dissemination of lessons through the annual evaluation report, presentations in relevant meetings, WFP internal and external web links. The COs and RBs are encouraged to circulate the final evaluation report to external stakeholders.

5.5. Budget

The evaluation will be financed from OEV's Programme Support and Administrative budget.

[80] Refer to the Communication and Learning Plan for the Evaluation in Annex 2.

6. Annexes

Annex 1: Detailed evaluation timeline

	Key actions	By Whom	Key dates
Phase 1 - Preparation			**Oct 19- Jan 20**
	Document and data collection (e-library)	EM + RA	Oct-Nov 2019
	Desk review. Draft 1 TORs submitted to QA2.	EM	18 Nov
	Comments from DoE on draft ToR returned to EM; EM revisions to reflect DoE's comments	EM	17 Dec
	DoE clearance to circulate the draft TORs to WFP stakeholders	DoE	10 Jan 2020
	Draft ToR shared for WFP stakeholders' comment and shared with LTAs to start preparing their proposals	EM	13 –29 Jan 2020 [IRG comment window]
	Finalized TOR based on stakeholders' feedback	EM	13 Feb 2020
	Start of firm selection (screening of proposals received)		24 Feb 2020
	Start of contracting process for the evaluation team/firm (procurement memo)	EM	28 Feb 2020
Phase 2 - Inception			**March- June 20**
	Team preparation prior to HQ briefing (reading Docs)	Team	6 -13 March
	HQ briefing (WFP Rome)	EM & Team	23-25 March
	Inception Mission(s) in country	EM+TL	30 Mar – 17 Apr *[considering Easter break – 10-13 April]*
IR D0	**Submit Draft Inception Report (IR) to OEV**	TL	**5 May**
	EM first round of review on IR D0 followed by TL revisions	EM	14 May
	QA 2 review	QA2	15-19 May
IR D1	Submit revised draft IR (D1) to Director OEV	TL	21 May
	DoE comment window on IR (D1)	DOE	21-28 May
	Revisions to address DoE's comments	TL	03 June
	Share IR with internal reference group for their feedback	EM	8 June –22 June [IRG comment window]
	EM + RA consolidate all comments and share them with TL	EM+ RA	24 June
	Submit revised IR (D2)	TL	**01 July**
	EM checks whether all stakeholders' comments have been adequately addressed	EM	**06 July**
	DoE clearance to circulate the draft IR to WFP stakeholders	DOE	**10 July**
	Circulate final IR to WFP Stakeholders FYI; post a copy on intranet.	EM	10 July
Phase 3 - Evaluation Phase, including Fieldwork			**July – Sept 2020**
	Fieldwork & Desk Review. Field visits & internal briefings with CO and RB submitting a PPT presentation after each visit	Eval Team	13 July– Sept 2020
	Overall debriefing with HQ, RB and COs Staff (ppt)	EM+TL	Sept 2020
Phase 4 - Reporting			**Sept 20 – Jan 21**
Draft 0	**Submit draft Evaluation Report (ER) to OEV**	TL	21 Sept
	EM review of Draft 0 followed by TL revisions	EM	01 Oct
	QA2 review followed by TL revisions	QA2	05 Oct – 09 Oct
Draft 1	Submission of ER (D1) to DoE / DoE comment window	DOE	12 -16 Oct
	Eval Team revisions to reflect DoE's comment	TL	22 Oct

	EM checks whether all comments have been adequately addressed	EM	26 Oct
Draft 2	DoE clearance for circulation of ER to IRG and EAG	EM	29 Oct
	Stakeholders' workshop in Rome with IRG participation	EM + TL	**4-5 Nov**
	Deadline to receive stakeholders' comments	EM	**9 Nov**
	OEV consolidate all WFP's comments (in a matrix) and share them with TL	EM	11 Nov
Draft 3	**Submit revised draft ER (D3)**	TL	20 Nov
	Submit draft Summary Evaluation Report (SER)	TL	26 Nov
	OEV quality feedback on SER sent to the team	EM	4 Dec
	EM check whether all comments on to the ER have been adequately addressed	EM	8 Dec
	TL revisions on the SER and submission of revised SER	TL	9 Dec
Draft 4	**Submit final draft ER to OEV**	TL	14 Dec
	DoE comments on the revised SER / DoE comment window	DoE	15-21 Dec
	Seek DoE clearance to send SER to Executive Management.	EM	7 Jan 2021
	OEV circulates SER to WFP's Senior management for comments	EM	11 – 22 Jan
	OEV sends and discusses the comments on the SER to the team for revision	EM	28 Jan
	Seek Final approval by DoE. Clarify last points with the team	EM+TL	5 Feb
	EB Secretariat deadline		9 April 2021
Phase 5 Executive Board (EB) and follow-up			
	Submit SER/rec to RMP for MR + SER for editing and translation	EM	9 April 2021
	Dissemination, OEV websites posting, EB Round Table Etc.	EM	May 2021
	Presentation of Summary Evaluation Report to the EB	DoE	June 2021
	Presentation of management response to the EB	D/RMP	June 2021

- DoE: Director of Evaluation, WFP
- EB: Executive Board
- EM: Evaluation Manager (WFP Evaluation Officer assigned to this evaluation)
- EMG: Executive Management Group (of WFP)
- ER: Evaluation Report
- IR: Inception Report
- IRG: Internal Reference Group
- LTA: Long Term Agreement with WFP Office of Evaluation
- QA2: second level quality assurance in OEV
- RA: Research Analyst from WFP Office of Evaluation assigned to support the evaluation process
- RMP: WFP Performance Management and Monitoring Division
- SER: Summary Evaluation Report
- TL: Team Leader (independent consultant/from independent evaluation firm)

Annex 2: Initial proposal of SSTC policy evaluation reference and advisory groups

Initial proposed Internal Reference Group (IRG) membership

Division / office	Name / function
PRO / SSTC Team as policy owner	
	Jean-Pierre de Margerie (Dep Director, PRO)
	Carola Kenngott (Programme Policy Officer), WFP global SSTC focal point and head of SSTC team
SSTC focal points in HQ (from different Divisions and Units)	
OSN	Jennifer Rosenzweig or Adriana Bianco (SSC Focal points in Nutrition)
OSZIR	Maria Lukyanova (Capacity Strengthening)
OSZIS	Sarah Laughton, Chief, Social Protection
PSAMS	Bing Zhao, Director
OSF	Jutta Neitzel, Head of Programme
Supply Chain/EPR	Rui Wang Supply Chain Officer and SSTC focal point for both supply chain and Emergency Preparedness and Response
Representation from the Partnership Department	
PGG	Rasmus Egendahl, Deputy Director, PGG
STR	Adam Jaffee, STR (Strategic Coordination and Support Division)
CPP	tbc - Corporate Planning and Performance
Representation from the Centres of Excellence	
CERFAM	Issa Sanogo (Director) with alternate Christiani Buani (Head of Operations Management Unit)
CoE China	Sixi Qu, Representative/Country Director and Yan JIA, Head of China Office SSTC Unit
CoE Brazil	Daniel Balaban (Director – Brasilia's office)
SSTC focal points in the Regional Bureaux and Country Offices	
RBP	Maria Pino (main IRG member) with Marc de Regnault de la Mothe (Senior Partnerships Officer, a and Carol Montenegro (SSC focal points in RBP) as alternates
RBC	Lobna Fatani and Siemon HOLLEMA (Senior Programme Adviser-Head of Programme Expertise)
RBJ	Baimankay Sankkoh, CD Namibia. and TrixieBelle Nicolle, RBJ Programme Policy Officer
RBD	William Affif (Senior Programme Advisor, RBD)
RBN	Ross Smith, Senior Programme Advisor (RBN)
RBB	Kimberly Deni (Senior Programme Advisor and SSTC focal point in RBB)
	NOTE: The proposed IRG composition has been developed also taking into account the existing list of SSTC focal points.

Proposed External Advisory Group (EAG) membership

Affiliation	Name	Functional role
UNOSSC - UN Office for South-South Cooperation	Grace Wang with alternate Shams Banihani	Deputy Director for Programme and Operations and former: UNDP Global Coordinator for SSTC. SSTC Programme Officer, UNOSSC
FAO	Dr. Shengyao Tang	Director, FAO South-South Cooperation and Partnership Department
IFAD	Ama Brandford-Arthur	Senior Partnerships Officer on SSTC
UNICEF	Ian Thorpe	Chief -Learning and Knowledge Exchange Unit Division of Data, Research and Policy

Annex 3: Additional details relating to WFP guidance for SSTC implementation

This annex includes information on:

- Selected guidance documents, information products and tools to support policy awareness and implementation (table 3)
- 6-R questions to test South-South Cooperation project ideas (figure 2)
- Overview on SSTC modalities (based on 2019 WFP reports) (figure 3).

Table 3: Core guidance documents, information products and tools developed by SSTC Team to support policy awareness and implementation

Main SSTC guidance products	**Target users / audience**	**Brief description**	**Expected use**
"How to Guide" on South-South and Triangular Cooperation	WFP CO, RBx, CoEs	Access to a concise guide and step-by step approach to brokering SSTC for WFP COs. It includes information on the "6R questions" (requirements for COs to check before engaging in SSTC), the "South-South project cycle" for design and implementation of SSTC projects, guidance on M&E, etc. As a "living document", the guide is being currently revised and updated (Nov. 2019).	Concrete step-by step guide to help CO staff to start the conversation with Government counterparts, and systematically approach SSTC initiatives and bring them to operationalization.
Toolbox	WFP CO, RBx, CoEs	Access to a wide range of templates, tools and examples that COs can tap into when practically designing SSTC projects on the ground. The toolbox is currently being revised (Nov. 2019).	Concrete step-by step guide to help CO staff to start the conversation with Government counterparts, and systematically approach SSTC initiatives and bring them to operationalization.
Regional SSTC mappings	WFP RBx	Systematic mapping of country needs and SSTC offers and formulation of SSTC opportunities from a regional perspective that can be promoted by WFP RBx.	Regional SSTC mappings are a key starting point for WFP Regional Bureaux to broker SSTC systematically within their region. Having a solid overview of needs and offers and the most relevant opportunities for intra-regional collaboration can serve as an excellent starting point to develop regional SSTC strategies.
South-South learning journey	WFP CO practitioners (primarily programme officers, but it is open to use for anyone in WFP)	If features (a) blended training programme, combining e-learning on the WFP WeLearn portal and practical problem-solving drawing from real case examples based on WFP's experience in Latin America; and (b) access to the methodology for the conduct of South-South reviews.	Equipping CO staff on the ground with the necessary basic knowledge and skills to effectively broker SSTC initiatives at country level.
South-South reviews	WFP CO	Key WFP tool to identify, formulate and prioritize SSTC investment opportunities for WFP Country Offices in order to mainstream SSTC opportunities into CSP design and implementation.	Help identifying and formulating SSTC opportunities for WFP COs, linked to their country strategic planning priorities. Help providing COs with a snapshot and systematic

			overview of opportunities for WFP to position itself as SSTC partner in the context of the CSP. S-S reviews do so by: **(1)** Outlining a country-wide picture of SSTC opportunities where the host government is an SSTC partner for SDG2; **(2)** Mapping SSTC opportunities (structured around needs and possible SSTC partners in CSP Strategic Objective areas) **(3)** Mapping SSTC investment opportunities.[81]
Good practice examples and publications on WFP-brokered SSTC initiatives[82]	G77 +China, donors, (WFP host governments) WFP Board Members (who have a keen interest in WFP SSTC), wider UN system (e.g. UNOSSC)	Evidence generation and sharing of evidence on how WFP support and brokers SSTC (e.g. with a view at promoting country-led progress on SDG 2, reaching the most vulnerable).	Advocacy for inspiring host governments to prioritize zero hunger initiatives; enhancing visibility of successful CO initiatives on SSTC; input for evidence-based decision-making on SSTC.
SSTC core documents	Fast facts on "What is SSTC", overview of WFP SSTC modalities, value added of SSTC for WFP COs	Awareness raising and basic information for COs on WFP's approach to SSTC, etc.	
2017 and 2018 progress updates on SSTC	Overview of key areas of progress in WFP on SSTC at global, regional, CoE and country level.		
WFP Community on South-South and triangular cooperation	General WFP audience with interest in SSTC, SSTC focal point network in WFP at global, regional and country level	Informal channel for information exchange among SSTC and broader WFP practitioners at technical level.	Creation of a network of SSTC practitioners in WFP; forum for knowledge and information exchange.
South-South Quarterly newsletter series	EB membership, senior management in WFP COs, RBx, HQ Divisions, CoEs	Quarterly update on WFP's work on SSTC at country, regional and global level which keeps senior management as well as EB members abreast of progress and the latest SSTC initiatives supported by WFP	Regular progress update, evidence and brief on latest WFP initiatives on SSTC, cross-regional learning and knowledge exchange, awareness raising.
Advocacy and visibility initiatives, including with the RBAs	RBAs and EB members		
Source: SSTC Team and OEV compilation from various WFP sources			

[81] the South-South in India is a recent example. All relevant guidance materials, case studies and examples will be shared with the Evaluation Team at inception stage.

[82] The good practice examples are: **(1)** Best practices overview which have informed the drafting of the 2015 SSTC Policy; **(2)** Good SSTC practices for the SDGs (6 WFP cases on SDG 2 which were showcased in the UN-system wide report on good SSTC practices for SDG implementation in 2017); **(3)** WFP SSTC practices for resilience building and reaching the most vulnerable (joint RBA publication at the margins of the 2019 Day for South-South Cooperation, celebrated at WFP)

Figure 2 : '6-R questions to test South-South Cooperation project ideas

Source: WFP SSTC manual https://south-south.manuals.wfp.org/en/building-block-3-strategy-formulation-and-programme-design/31-first-things-first-key-criteria-to-review-your-project-idea/

Figure 3: Overview on modalities for SSTC implementation within WFP

SSTC modalities	Brief description
Modalities aiming at driving change at policy-level Targeted areas of influence: o Enabling environment o Legal frameworks o Policies o Financial commitments	Examples include: **a)** **Advocacy dialogues** – High-level dialogue between policy and decision-makers to advocate for investments in the enabling environment for zero hunger. This may lead to investments in areas like social protection. **b)** **Policy seminars** – Bringing together policy-makers from different countries to discuss policy options in social protection. **c)** **Research partnership** – Collaboration with/among local academia or research institutes to promote evidence generation for policy design. **d)** **Exposure visits –** Exposure to successful experiences and programmes in another developing country can help policy-makers understand the benefits and prioritize investments in social protection. **e)** **Publications and knowledge products** – Publications to showcase good practices or evidence to influence policy-makers.
Modalities aiming at empowering experts at the technical level **Targeted areas of influence:** o Expanding the skills of government experts o Enhancing organizational effectiveness of national institutions. o Technological change	Examples include: **a)** **Technical study visits** – Skill transfer and exposure new practices through a study visit and exchange among technical experts. **b)** **Peer learning networks** – Peer learning networks enable countries to learn and share successes among a group of countries that face similar challenges **c)** **Cross-border collaborations** – Neighbouring countries struggling with the same challenge come together to co-design a solution to their joint challenge. **d)** **Joint problem analysis** – Experts from developing countries can join forces to analyse and take action to solve a specific challenge. **e)** **Training** – Training through foreign experts can enable transfer of expertise and skills in specific technical areas. **f)** **Technology transfer-** IT/technology solutions to enhance national programmes in areas such as VAM and social protection.
Field experimentation to scale up local innovations o On-the job coaching o Testing of new techniques o Local skill transfer o Testing of local innovations	Examples include: **a)** **In-field demonstrations** – Demonstrations are an effective way to showcase how to apply new techniques on the ground. **b)** **Farm stays and on the job coaching** – On-the job coaching through farm stays help farmers to apply new skills in practice along the seasonal cycle.
Source: WFP SSTC Team: South-South cooperation: tools and modalities (2019)	

Annex 4: Details on country visits selection for the thematic case studies and initial SSTC mapping

In order to develop a long list of possible country visits, which will be then discussed, further refined and finalised at inception stage, the following approach was followed:

1) As first step, a number of features of interest (in table 4) were identified to categorise different SSTC initiatives. Some parameters for example touch on whether a certain country has been a 'provider' or 'recipient' of SSTC; whether one of the Centres of Excellence has or not been involved in the interaction; whether or not the SSTC initiative has a country specific or a regional scope.
2) Secondly, an initial mapping (in Annex 5) was conducted based on available WFP documents to chart the variety of SSTC initiatives and collaborations in the thematic case studies' areas.[83]
3) The final step in the country visits selection process, was to develop a shortlist (in table 1 in the main body text of the ToR) striving to ensure:
   - coverage of all four SSTC most common programming areas in WFP;
   - a balanced choice between SSTC 'provider' and 'recipient' countries;
   - coverage of all Centres of Excellence;
   - a mix of SSTC initiatives with / without the involvement of the Centres of Excellence;
   - a spread of different WFP country office sizes[84]
   - no duplication with other ongoing evaluations.

Table 4: Features of interest for SSTC country case study selection

Possible features of interest	Brief description / values
SSTC-related information	
SSTC specific areas of intervention	1. Social protection and safety nets including school feeding; 2. Smallholder support and market access; 3. Nutrition; 4. Emergency preparedness and response
SSTC modalities (consolidated list based on 2017 and 2018 WFP reports on SSTC)	1. Academic partnership 2. Cross-border programmes 3. Demonstration sites / study visits 4. Expert deployment 5. Joint emergency response 6. Knowledge sharing 7. Policy dialogue 8. Remote support 9. Technology transfer 10. Use of peer coaching network
Timeframe of the SSTC initiatives	Completed / Ongoing (dates)
WFP confirmed financial contribution to SSTC	Specific amount brackets
SSTC 'recipient' country	Y/N
'Multi-country' or 'Regional provider' indicating SSTC-initiatives supported by / with the involvement of a regional entity	Y/N e.g. SADC (Southern African Development Community)

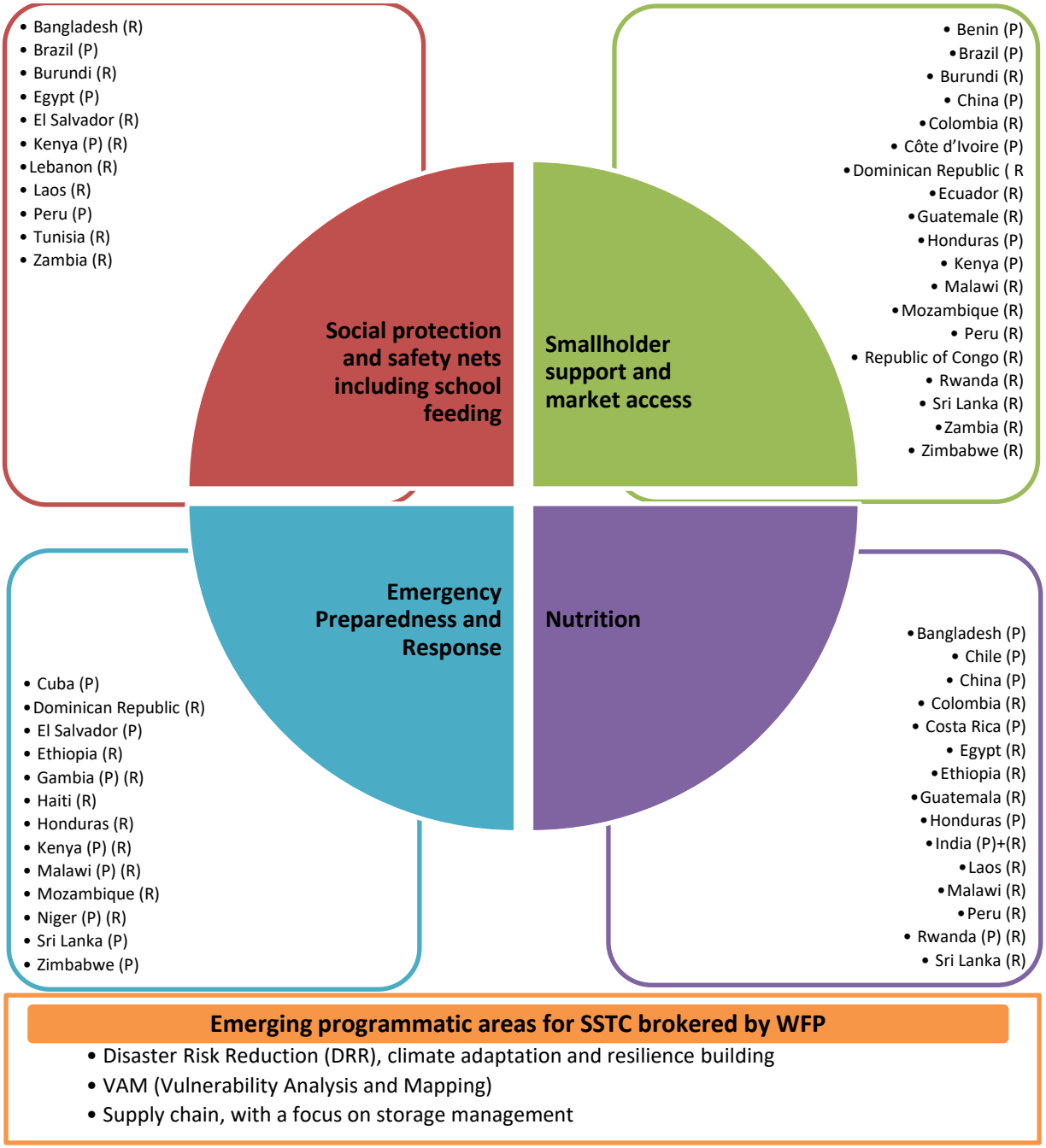
[83] The mapping may need to be complemented during the evaluation inception stage, but at this stage is meant to offer a starting point to inform the shortlist of possible country visits and countries for desk study.

[84] Using OMS data on CO size.

SSTC 'provider' (single) country	Y/N
SSTC initiative including RBAs joint work	Y/N
South-South Review conducted	Y/N
Direct support from one of the Centres of Excellence	Y/N
SDG 17.6.1 for the 'provider' country	As available
SDG 17.9.1 for the 'provider' country	As available
WFP general information	
WFP CO size in 2019	
I/ CSP status	
I/CSP timeframe	
OEV and other oversight- specific information	
2018-2019 completed Decentralised Evaluations	
2019-2020 recent, ongoing or planned I/CSP evaluation	
2018-2020 inclusion in Strategic, Policy, Impact, or Corporate Emergency Evaluations	
Source: OEV compilation	

A visualisation of the thematic case studies indicating possible country examples is in figure 4.

Figure 4: Overview on SSTC thematic case studies with possible country visits options (long list)



LEGEND:
"R" Predominantly a recipient of SSTC; "P" Predominantly a provider of SSTC – noting that for some SSTC initiatives a country could play both roles of SSTC provider and recipient.
Source: OEV compilation

Initial scan of SSTC initiatives facilitated by WFP grouped by main programmatic areas

NOTES:

- The four programmatic areas are listed based on the one with most recurrent use of SSTC, based on WFP reporting.
- The mapping will need to be refined and complemented during the inception phase once the evaluation team carries out an in-depth literature review of WFP SSTC literature.
- The mapping is built with a degree of simplification as many SSTC initiatives comprise several components, and multiple SSTC modalities are expected to be mutually reinforcing.
- It is more challenging for some SSTC initiatives to draw clear-cut boundaries between 'provider' and 'recipient' of SSTC since some of the SSTC modalities and types of interventions are circular in nature (e.g. peer learning exchanges) and are built on two-way exchanges across two or more countries.

Programmatic areas	Main SSTC modalities used	SSTC through regional or multi-country providers	Single country provider(s)	Specific CoE inputs	Regional or multi-country recipient	Recipient(s)	Time-frame	Abstract
I. Social protection and safety nets including school feeding	Experts deployment	No	Brazil	Yes	No	Laos PDR	2018	Support the development of the national school feeding through the Brazilian Centre of Excellence
	Study visits	No	Brazil	Yes	No	Bangladesh	2012 - 2013	Delegation from Bangladesh visiting the WFP Centre of Excellence against Hunger in Brazil to explore options for the design and implementation of an innovative school meals approach
	Study visits	No	Egypt	No	No	Libya	2018	Study visits to learn about school feeding with focus on procurement, safety, nutrition, program designing and planning, implementation, supply chain, and monitoring of the programs. WFP supported the Libyan Ministry of Education to design a road map for an Emergency School Feeding programs
	Study visits	No	South Korea	No	No	Armenia	2018	WFP supported representatives from Armenia to learn about South Korea's experience in school feeding.
	Knowledge sharing	No	Fiji	No	Yes	WFP Asia-Pacific Regional Bureau	2016	Peer learning workshop on shock-responsive safety nets. Countries like Fiji had the opportunity to share their experience with in responding to hurricane Winston (2016) through the use of cash transfers with other countries in the region
	Remote support	No	Peru	No	No	El Salvador	2018	Peer exchanges to strengthen nutrition sensitive social protection system. As part of this initiative, Peru provided to El Salvador remotely through the use of WFP-facilitated video conferences
	Peer learning		Kenya and Brazil			Kenya, Namibia, Zambia	2016 - 2017	Kenya's home-grown school meals programme has long served as an inspiration to other developing countries, particularly "peers" in the region. For example, Namibia and Zambia, with the support from WFP as SSTC broker (particularly RBJ and RBN), engaged in a cross-regional peer learning initiative in 2016 on homegrown school meals programmes. Apart from learning from Kenya's model, the participating countries also used this

I. Social protection and safety nets including school feeding (cont.d)								opportunity for mutual experience exchange on how to monitor and evaluate national school meals programmes. For example, Namibia presented its innovative "Namibian School Feeding Programme Information system" technology, which promotes immediate improvements in the management of the national school meals systems. This platform i.a. (1) enhances data capture, analysis and reporting and ensures data consistency; (2) enables linkage between suppliers and schools; (3) ensures accountability on food deliveries, food use and waste; (4) generates automatic reports and graphical visualizations, and (5) offers a basis for timely and quality decision-making, and resource mobilization. Beyond engaging in South-South exchanges with peers in the region, Kenya also participated in a SSTC study visit to Brazil. A delegation from the Government of Kenya visited Brazil in May 2016 to learn about the Brazilian initiatives in school meals, social protection and Zero Hunger. This journey informed the preparation of Kenya's National School Meals and Nutrition Strategy, which will be launched in 2017. For more information click here.
	Experts deployments		Brazil			Burundi	2017 - 2018	In 2017, the WFP Centre of Excellence against Hunger in Brazil deployed experts to support the Government of Burundi to develop a national school meals policy. After collaboration with the WFP CoE Against Hunger in Brazil, the Council of Ministers of Burundi endorsed Burundi's National School Feeding Programme. Currently, the Ministry of Education in Burundi, with the support from WFP, is preparing an implementation and resource mobilization strategy for the programme.
	Policy dialogue and knowledge sharing	Yes		Yes	Yes	16 countries Benin, Burkina Faos, Cameroon, Central African Republic, Chad, Côte d'Ivoire, Gambia, Ghana, Guinea-Bissau, Liberia, Mali, Mauritania, Nigeria, Sao Tome and Principe, Senegal and Togo	2019	On 24-25 June 2019, CERFAM and the Government of Cote d'Ivoire hosted a regional consultation on the progress on "Zero Hunger Roadmaps" to end hunger and malnutrition in Africa. The high-level strategic and policy meeting brought together the Lead Conveners and stakeholders to exchange about the progress made at country level, the development of a common understanding of priority areas and actions to accelerate implementation of national zero hunger road maps in West and Central Africa.
II. Nutrition	Peer learning network	?	India, Bangladesh, Rwanda	?	?	Sri Lanka	2017 - Current	With WFP support, the Gov. of Sri Lanka has been engaging in a series of SSTC exchanges on food fortification with regional and international partners over the past years. For example, in 2017, Sri Lanka learnt lessons on nutritious foods from Bangladesh, India and Rwanda. Sri Lanka's government officials, academia and WFP staff visited India to study the fortified rice program.

								Rwanda showcased its blended food production unit produced through the Africa Improved Foods factory. The peer learning network with Bangladesh and India continued until these days with the most recent activity being a technical visit to India (February 2019) to learn about quality standards to introduce fortified rice into the market. CO Sri Lanka is currently supporting the Gov. of Sri Lanka in implementing a national roadmap on food fortification.
	Knowledge sharing	Yes	AUC (Africa Union Commission)	No	Yes	Burkina Faso, Chad, Egypt, Ethiopia, Ghana, Malawi, Rwanda, Swaziland, Uganda, Madagascar	2004 - present	The Cost of Hunger in Africa (COHA) study is a pan-African initiative that aims to seeks to estimate the economic and social costs of under-nutrition at national and regional level. The original Cost of Hunger Study and methodology was developed in Latin America and the Caribbean.
	Study visits	No	Bangladesh	No	No	Nepal	NA	Study visit to in Bangladesh to get more knowledge on processes to fortify rice
	Study visits	No	Chile	No	No	Paraguay	2009 - 2013	Study visit with delegates from Paraguay and Chile with the aim to formulate an Integrated Nutrition Policy; training government staff on food security and nutrition, and produce a dissemination strategy for beneficiaries at community level.
	Peer coaching network	No	China	Yes	Yes	Myanmar, Laos, Thailand, Cambodia and Vietnam	2018	Regional forum to promote the sharing of development experiences in rural revitalization with countries along the Lancang-Mekong river.
	Peer coaching network	No	Costa Rica	No	Yes	Peru and Colombia	2018	Peer learning exercise on rice production and commercialization techniques.
	Policy dialogue	No	Dominican Republic	No	No	Pakistan	2018	Development of nutrition-sensitive social protection platforms.
III. Smallholder support and market access	Skills transfer and knowledge sharing		Brazil	Yes		Colombia	2017	In 2017, the Government of Brazil supported Colombia to promote family farming by sharing innovative and dynamic mechanisms to enhance access markets and address the long chain of intermediaries that reduces the profit of smallholder producers. Beneficiaries of the solution were smallholder families in Colombia, with incomes of less than USD 200 per month. The programme targeted twelve organizations of smallholder farmers and three hundred families from the Colombian municipalities and promoted commercial linkage of 1000 smallholder producers to local markets. Find more information here.
	Knowledge sharing	No	Brazil	Yes	No	Malawi	2014 - 2016	The program is made by a) operational component to support smallholder farmers and their organizations to produce and market food b) knowledge component to shape national policies on food assistance and family farming.
	Policy dialogue;	No	China + Peru, Guatemala	Yes	Yes	Ecuador	2018 -	Upon the demand of the Government of Ecuador, the project aims at building the technical capacity of the Ministry of Agriculture and Livestock (MAGA) and support vulnerable

III. Smallholder support and market access (cont.d)	Technology and skills transfer.		and Honduras				curr ent	smallholder farmers by using the expertise built in the Chinese CoE. In Ecuador, WFP is facilitating a technology transfer between a Chinese University and selected SHF associations. The project aims at promoting the use of integrated rice management systems in order to enhance livelihoods through income diversification and more sustainable agricultural practices. A second project component aims at promoting rural women empowerment by facilitating intra-regional exchanges (with Peru, Guatemala and Honduras) whose results will inform the upcoming smallholders certification policy in Ecuador.
	Technology transfer; study visits	No	China	Yes	No	Sri Lanka	NA-2019	This is a pilot project that equips smallholder farmers with Chinese expertise and technology in post-harvest management by strengthening the capacity of farmers organizations to provide effective services to their members. This aims at increasing smallholder farmers' productivity and access to markets. The project builds on a needs assessment to identify Government and farmers' capacity gaps which was developed in collaboration with FAO. A study visit and a series of workshop and in-field demonstrations are planned to support the introduction of the new technology in Sri Lanka.
	Technology transfer	No	China	Yes	No	Zimbabwe	2018 - 2019	Training workshop on harvesting and postharvest loss management and agriculture mechanization in 2018 and 2019, enabling participants from Zimbabwe to learn how Chinese post-harvest technologies are applied
	Technology and skills transfer	Yes	Côte d'Ivoire, Benin and China	Yes	No	Congo, Republic of	2019	Technical support from Côte d'Ivoire and Benin to Congo Brazzaville for cassava transformation. The Chinese Academy of Tropical Agricultural Sciences in Brazzaville is supporting the training smallholder farmers' associations to improve cassava agriculture production techniques. Another project component seeks to enhance cassava growing farmers access to markets including through the national school feeding programme. The pilot project encompasses a capacity strengthening component of Gov. institutions to provide effective rural extension services.
	Technology and skills transfer	No	Côte d'Ivoire, Benin and CERFAM	Yes	No	Congo, Republic of	2019	Upon the request of WFP Congo, CERFAM facilitated a technical exchange between Benin, Côte d'Ivoire and the Republic of Congo on the development of value chain of Cassava. Through in country exchanges and learning, Ivorian and Beninese experts trained Congolese producers in rural areas about the know-how of cassava processing and production and the fabrication of equipment. These farmers will benefit from the added value of processed cassava products, such as gari and attiéké, which will contribute to their income and improve their food security and nutrition.
	Policy dialogue and	Yes		Yes	Yes	Senegal, Mali, Ghana, Burkina	2019	Organised alongside the International Exhibition of Agriculture and Animal Resources of Abidjan from 23 to 24 November 2019, the workshop aimed to highlight initiatives on post-harvest

III. Smallholder support and market access (cont.d)	knowledge sharing					Faso, Congo, DRC, CIV, Benin		management (PHLM) from four countries in Africa, foster discussions and sharing of experience among various stakeholders from Africa, China and Europe on innovative technologies and good practices for strengthening PHLM in Africa.
	Knowledge sharing	No	Kenya	No	Yes	Tanzania, Zambia, Burundi, Uganda, Ghana, Zimbabwe, Mozambique, Mauritius and Rwanda	2011 - 2016	The African Economic Research Consortium (AERC) is an independent regional think tank headquartered in Nairobi, Kenya. AERC had been working with WFP in the context of the Purchase for Progress Initiative (P4P) which links smallholder farmers to market opportunities through data collection and analysis
	Technology and skills transfer	No	Malawi	No	No	Zimbabwe	2016	Transfer of knowledge and skills of warehouse receipt system
	Technology and skills transfer	No	Zimbabwe	No	No	Mozambique	2017	Transfer of SCOPE knowledge from Zimbabwe to Mozambique
IV. Emergency preparedness and response	Study visits	No	El Salvador	No	No	Mozambique	2018	Government of Mozambique went on a field visit to El Salvador to learn about the use of cash in emergency response.
	Peer coaching network	Yes	Kenya, Mauritania, Niger, Senegal, Gambia, Malawi, Mali	No	Yes	Kenya, Mauritania, Niger, Senegal, Gambia, Malawi, Mali	2012 - current	The African Risk Capacity initiative offered in 2015/2016 US$ 178 million, insurance coverage with a corresponding premium of US$ 24.7 million paid by the members. It was established by 32 African states as a specialized agency to offer an African solution for risk and disaster management.
	Knowledge sharing	No	Madagascar	No	No	Mozambique	2018	Ten-days practical exercise on the safe use of drones in emergencies.
	In-kind food delivery	Yes	SADC + Cuba and Sri Lanka	No	Yes	Kenya, Ethiopia and Somalia	2011 - 2012	Distribution of In-kind food (rice, sugar, fish, beans, meat, sorghum, rice oil, peas, coarse, salt, soya and maize) worth over US$ 13.9 million and cash to cover costs associated with transport to assist the large-scale food crisis stretching over four countries in the Horn of Africa and affecting over 10 million people
	Peer learning network		Cuba and Dominican Republic	No		Haiti	2016 - current	WFP in the Latin America and Caribbean region is facilitating regional collective action on emergency preparedness among Cuba, Haiti and the Dominican Republic. The initiative aims to strengthen national disaster risk management capacities in Haiti. In 2016, policy dialogues (incl. missions and meetings) were organized between Cuba, Haiti and Dominican Republic with the main objective of strengthening capacities and policies in Preparedness of Risk and Disaster. In the framework of the FbF project, WFP Haiti supported the Government to build capacity in the region through a collaboration and exchange of best practices with the Cuban Government. Several technical exchange mission (three in 2017) have been carried out with an

								objective to strengthening capacities of Haitian institutions (for managing early warning response).
IV. Emergency preparedness and response (cont.d)	Knowledge sharing		Chile	No		Honduras	2014	Chile has developed institutional strengthening and optimization of linkages between disaster risk management and social protection systems in the context of recurrent disasters and vulnerability to food security. In late 2014, the Gov. of Chile and WFP developed a SSTC project with Honduras to support Honduran smallholder farmers and strengthen their access to social protection programmes. INDAP (Chilean technical partner) through the Chilean Development Agency (AGCI) supported the implementation of this project through financial support. Through this project, the Government of Chile helped the Gov. of Honduras to promote the use of bio fortified grains seeking to strengthen the capacity of low-income small-scale farmers to improve their productivity; increase surpluses, strengthen markets and improve nutrition and nutrition for their families. The project, which was also promoted by Honduras' National Institute of Forest Conservation (ICF), JICA and the Gov. of Canada, was implemented in different municipalities of Honduras' dry corridor. 112 families from the municipality of Namasigüe, Choluteca, in Honduras, organized into 6 rural credit cooperatives, participated in the project for a duration of 18 months. The project turned out to be very successful and might inspire other countries to replicate this experience.

Sources consulted for this initial scan of SSTC initiatives:

- WFP's work on South-South and triangular cooperation in 2018 https://docs.wfp.org/api/documents/WFP-0000103801/download/
- South South and Triangular Cooperation for food security and nutrition (2016) https://docs.wfp.org/api/documents/WFP-0000021956/download/
- Country Experiences in South-South and Triangular Cooperation Enabled by the United Nations Rome-based Agencies https://docs.wfp.org/api/documents/WFP-0000107872/download/
- FAST FACTS: WFP's approach to South-South and Triangular Cooperation https://docs.wfp.org/api/documents/WFP-0000009311/download/
- South-South and Triangular Cooperation as Driver for SDG2 https://docs.wfp.org/api/documents/WFP-0000100775/download/

Annex 5: Evaluation Communication and Learning Plan

When	What	To whom	From whom	How	Why/*What level of communication*	When
Internal Communication						
Preparation		CO, RB, HQ	EM	Consultations, meetings, email	Review/feedback / For information *Consultation*	Oct- Dec 2019 / Jan 2020
TOR	Draft ToR Final ToR	CO, RB, HQ	EM:QA2	Emails, Web	Review / feedback For information *Operational & Strategic*	Feb 2020
Remote HQ briefing Inception mission	Draft IR Final IR	CO, RB, HQ	EM	Email	Review/feedback For information *Operational& informative*	April – May 2020
Desk review/ Analysis debrief	Aide-memoire/PPT	CO, RB, HQ	EM	Email, Meeting at HQ + teleconference w/ CO, RB+HQ	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team *Operational*	July 2020
Evaluation Report	D1 ER	CO, RB, HQ	EM; QA2	Email	Review / feedback *Operational & Strategic*	Oct 2020
Stakeholder Workshop	D1 ER	CO, RB, HQ	EM	Workshop	Enable/facilitate a process of joint review and discussion of findings, conclusions and recommendations from D1 ER - *Operational & Strategic*	Nov 2020
Evaluation Report	D2 ER + SER only	CO, RB, HQ	EM; QA2	Email	Review / feedback (EMG on SER) *Strategic*	Dec 2020 – Feb 2021
Post-report/EB	2-page evaluation brief	CO, RB, HQ	EM; QA2	Email	Dissemination of evaluation findings and conclusions / *Informative*	June 2021
Throughout	Sections in brief/PPT or other briefing materials	CO, RB, HQ	EM	Email, interactions	Information about linkage to CSPE Series as opportunities arise *Informative & Strategic*	As needed
External Communication						
TOR	Final ToR	Public	OEV	Website	Public information	
Reporting,	Final report; SER; Management Response	Public	OEV and RMP	Website	Public information	
Evaluation Brief	2-pager brief	Board and Public	OEV	Website	Public information	
Executive Board	SER	Board	OEV & RMP	Formal presentation	For EB consideration	

Annex 6: References to South-South Cooperation and to the SSTC Policy in selected WFP policies

Policy	*General references to the subject of South-South Cooperation*
Capacity Development Policy - An Update on Implementation 2009	*WFP's experience of capacity development and the results of the 2008 evaluation indicate the need to address six strategic priorities such as national capacity assessments, partnerships, learning, M&E, reporting, awareness and incentives, and funding.* *Learning opportunities will be based on assessments of needs with a view to promoting the mainstreaming of enhanced skills. Opportunities to facilitate* ***South–South cooperation*** *and sharing of best practices will continue to be prioritized.*
Update of WFP's Safety Nets Policy (2012)	***South-South learning initiatives*** *(e.g. Africa Platform for Social Protection, the Centre for Social Protection, the International Policy Centre for Inclusive Growth, the Inter-American Social Protection Network and WFP's Centre of Excellence against Hunger in Brazil) are some of the social protection initiatives launched within the framework of the WFP's Safety Nets Policy.* *WFP has been involved in various initiatives on safety nets and social protection. These include annual platforms such as the World Bank-supported South–South Social Protection Learning Forum (2005–2011) and the multi-agency Social Protection Show and Tell Seminar Series (2006–2011). Between 2004 and 2011, about 50 WFP staff attended the World Bank's safety net training.* *The policy emphasizes the need for knowledge generation and sharing to capture, adapt and disseminate lessons and experiences emerging from different contexts, particularly through* ***South–South cooperation***
Corporate Partnership Strategy (2014 - 2017) 2014	*WFP's partnerships may take three main forms: 1) bilateral partnerships, i.e. agreements between WFP and another actor such as a government, NGO or United Nations organization; 2) multi-stakeholder and catalytic partnerships, i.e. regional organizations, triangular and* ***South–South cooperation****, where partners sign up to multi-party Memoranda of Understanding (MOUs); 3) open and networked partnerships, i.e. collaborations which intentionally align around shared objectives not in a regulated, formalized way.* *There is some impetus to South-South cooperation in the policy, as such collaboration represents an innovative response for the demand of effective partnership.*
Nutrition Policy 2017	*The Nutrition Policy 2017 builds on the 2012 Nutrition Policy and enhances linkages with WFP's policies on HIV and AIDS, cash transfers as food assistance instruments, gender, building resilience for food security and nutrition, and* ***South-South and triangular cooperation****, and on the policy responding to the food security and nutrition impacts of climate change* *WFP supports national actions for assessing capacity and strengthening national nutrition institutions and civil society organizations. For example, through the Brazil Centre of Excellence, WFP has provided a platform for* ***South-South and triangular cooperation*** *to strengthen government capacity related to nutrition, with the potential to include underlying issues such as gender inequality* *WFP must be an effective advocate for evidence-based solutions needed to end malnutrition and continuous innovation and learning to address the multiple challenges related to ending malnutrition, including through* ***South-South and triangular cooperation*** *WFP must continue to identify and address organizational learning needs to ensure that staff develop the necessary capacities to apply the policy and work towards the SDGs. A catalogue of learning opportunities is available, and a new nutrition learning strategy based has been created. This strategy addresses the needs of staff through close collaboration with the Human Resources Division, and leverages* ***South-South and triangular cooperation*** *to develop the capacities of WFP's workforce, governments and partners*

Source: OEV compilation from different WFP policy documents.

Annex 7: References to South-South Cooperation and to the SSTC Policy in selected WFP evaluations

Evaluation	Specific references to the WFP SSTC Policy (2015)
Capacity Development Policy 2009 Evaluation	*The 2030 Agenda for Sustainable Development is relevant in the implementation of the capacity development policy. In particular, SDG 17 emphasizes the need to strengthen "effective and targeted capacity building in developing countries to support national plans to implement all the sustainable development goals, including through North-South,* ***South-South and triangular cooperation****"* *The evaluation points out that numerous guidance and tools have been developed to define appropriate hunger solutions, measure changes in capacity and identify ways to support capacity development with a range of different response modalities, among which* ***South–South/triangular cooperation*** *plays a crucial role, for example through the Brazil Centre of Excellence. The demand for such innovative types of support is notably increasing.* *According to the WFP intranet, in 2015, 60 percent of WFP country offices reported to have been engaged in* ***South-South cooperation****, constituting an increase of 12 percent from 2014. In addition, a partnership mapping exercise conducted by the Partnership, Policy Coordination and Advocacy Division (PGC) in 2015 identified 67 specific* ***South-South and triangular cooperation*** *initiatives supported by WFP in that same year.* *The evaluation recommends that WFP should further enhance its internal capability to support national capacity development processes by facilitating knowledge exchange, among other things. While over time this has been unsystematic and focused on exchange at the country or regional levels, successful knowledge exchange experiences have been recorded in* ***South-South cooperation*** *exercises.*
Corporate Partnership Strategy (2014-2017) Evaluation	*"User of the CPS, but no specific related milestones, actions or timelines described. The 2015 South-South and Triangular Cooperation Policy (p.2) notes that it is "in line" with the CPS but does not further elaborate on how the two documents relate to each other. Reporting relationships mean that PG does not have a direct line of sight on the work of this unit."*
	"Before the CPS, no other existing corporate policy or strategy provided a clear, agreed definition of 'partnership' or its related principles. By filling this gap in WFP's strategic framework, the CPS was intended to act as a high-level framework for the entire organization that would complement, if not supersede, other existing corporate guidance related to partnership Such as the Private Sector Partnerships and Fundraising Strategy (2013-2017) and the South-South and Triangular Cooperation Policy (2015)"
	The evaluation includes ***South-South cooperation*** *actors among the key stakeholders (users) involved in the implementation of the policy.* *According to the analysis of the literature (Zhou, 2013; Sakurai, 2015)* ***South-South and triangular collaboration*** *constitutes effective partnership modalities implemented by the WFP.*

	The evaluation finds out that WFP has strengthened its data collection and reporting on partnerships. For example, at HQ, PG compiles regular reports on lessons learned from, and good practice examples related to ***South-South Collaboration*** *South-South cooperation has generated good practices in expanding partnerships beyond mono-functional relationships. For instance, in 2015, the Honduras CO was instrumental in establishing a* ***South-South cooperation*** *focused on knowledge exchange in the production of bio-fortified maize and beans, with the dual purpose of supporting agriculture and improving nutrition in the poorest communities*
Evaluation of the Update of WFP's Safety Nets Policy (2012)	*"Many WFP policies refer to safety nets and social protection, which emphasizes the crosscutting nature of the evaluation subject. Current policies that were reviewed are: WFP Policy on Capacity Development (2009),WFP Policy on Disaster Risk Reduction (2009), WFP School Feeding Policy (2009),WFP HIV and AIDS Policy (2010),Revised School Feeding Policy (2013),Policy on Building Resilience for Food Security and Nutrition (2015), South-South and Triangular Cooperation Policy (2015)"* *The evaluation finds evidence of strong partnerships established for safety nets, specifically through* ***South-South and triangular cooperation****. However, the analysis suggests that the competition for resources from shared donors may create some tension, especially related to nutrition activities and work with smallholder farmers.* *Analysis of training statistics suggests that interest in the safety nets and social protection course is above average. A course on* ***South-South and triangular cooperation*** *was completed by 134 WFP staff (64 percent of whom were national staff) between May 2017 and February 2019.* ***South-South*** *Learning Fora organized by the WB in 2012, 2014, 2015, 2018 have been a great opportunity for the WFP to reflect on how to support safety nets through collaboration and partnership among the main stakeholder.* *The evaluation includes the Centre of Excellence against Hunger in Brazil as relevant case study to show an example of sharing knowledge hub for social protection systems.* *Since 2016, increased efforts to develop a global base of evidence have generated useful learning for WFP and established a foundation for knowledge management. For instance, the Safety Nets and Social Protection Unit has contributed to United Nations system-wide report on* ***South-South and Triangular Cooperation*** *presented in January 2019.*

Source: OEV compilation from different evaluation reports.

Annex 8: Evaluation e-library content

1. Evaluation Process
1.1 Guidance for Process and Content
Guidance for Process and Content - PE
1.2 Templates and Quality Checklists
Comments Matrix Template
Concept Note Template
Country Synthesis Template
Evaluation Brief Template
Evaluation Budget and Timeline Template.xls
Evaluation Matrix Template
Evaluations keywords checklist.xlsx
OEV Presentation Branded Template.pptx
Quality Checklist for Evaluation Report - PE
Quality Checklist for Inception Report - PE
Quality Checklist for Summary Evaluation Report - PE
Quality Checklist for TOR - PE
Talking Points Template
Template for Evaluation Report - PE
Template for Inception Report - PE
Template for Summary Evaluation Report - PE
Template for TOR - PE
Top 10 Lessons Template 2016
Top 10 Lessons Template
1.3 Technical Notes (TN)
2019_Gender and Evaluation Quick Guide
Checklist for Integration of Gender in Evaluation
Formatting Guidelines
Gender – Standard Texts for Addition in TORs
TN Evaluation Principles
TN Impact Evaluation
TN Independence and Impartiality
TN on country-specific evaluation planning and budgeting
TN on engaging with donors on evaluation
TN on Evaluation Matrix
TN on Evaluation Methodology
TN on Evaluation Questions and Criteria
TN on glossary of terms
TN on Integrating Gender in WFP Evaluations
TN on joint evaluation
TN on logical models
TN on Recommendations
TN on Stakeholder Analysis
TN Communication Learning Plan
TN Efficiency
2. Strategic Plan and related docs
2.1 WFP Strategic Plan 2008-2013 and related docs
WFP Strategic Plan 2008-2013
WFP Strategic Results Framework 2008-2011
2.2 WFP Strategic Plan 2014-2017 and related docs
2012 Fit for Purpose - WFP's New Organizational Design
2013 Management Results Framework (2014-2017)
2013 Strategic Plan (2014-2017)
2013 Strategic Results Framework (2014-2017)
2015 Indicator compendium 2014-2017
2015 WFP Orientation Guide

2016 Evaluability Assessment of WFP's Strategic Plan 2014-2017
2016 Mid Term Review - Strategic Plan (2014–2017)
2018 CRF Indicators' mapping and analysis
2.3 WFP Strategic Plan 2017-2021 and related docs (Integrated Road Map)
2016 Corporate Results Framework 2017–2021
2016 Financial Framework Review
2016 Policy on Country Strategic Plans
2016 Strategic Plan 2017-2021
2019 Indicator Compendium 2017-2021
2.4 WFP Management Plans
WFP_ManagementPlan_2013-2015
WFP_ManagementPlan_2014-2016
WFP_ManagementPlan_2015-2017
WFP_ManagementPlan_2016-2018
3. WFP-SSTC documents
3.1 Policy
2015_WFP SSTC Policy
3.2 SSC Reviews
2017_SSC Review PERU Deliverable B. Global overview mapping
2019_SSC Review INDIA Deliverable A. National Picture 12 Nov 2019
2019_SSC Review INDIA Deliverable B. Global overview mapping (Final)
2019_SSC Review INDIA Deliverable C. Investment opportunities India 12 Nov 2019 (Final)
SSC Review CHINA Deliverable C. Investment opportunities (DRAFT)
3.3 Overview of SSTC initiatives
2014_SSTC experiences
2014_SSTC experiences Twinning
2015_SSTC snapshot
2016_SSTC snapshot_SDG2
2017_SSC mapping
2017_SSTC at one glance
2018_SSTC at one glance
2018_SSTC snapshot_SDG2
2019_SSC mapping
2019_SSTC snapshot Resilience
3.4 SSC Quarterly Newsletters
SSC QN_Apr2017
SSC QN_Apr2018
SSC QN_Feb2016
SSC QN_Jan2017
SSC QN_Jan2018
SSC QN_Jan2019
SSC QN_Jul2017
SSC QN_Jul2018
SSC QN_June2015
SSC QN_June2016
SSC QN_Mar2015
SSC QN_May2019
SSC QN_Nov2015
SSC QN_Oct2016
SSC QN_Oct2017
SSC QN_Sept2019
3.5 Helpdesk
2015_Template_Best Practices
2016_SSTC Manual
2017_Guidelines_Integrating SSTC in CSP
2017_Guidelines_Scoping SSTC opportunities
2019_SSTC Helpdesk
WeLearn SSTC

South-South Match_com (web)
SSTC Manual (web)
3.6 CoE
BR_CoE_Annual Report_2013
BR_CoE_Annual Report_2014
BR_CoE_Annual Report_2015
BR_CoE_Annual Report_2016
BR_CoE_Annual Report_2017
BR_CoE_Annual Report_2018
BR_CoE_Products_Advocacy_2019
BR_CoE_Products_Knowledge Services_2019
BR_CoE_Products_Partnership_2019
BR_CoE_Products_Remote Support_2019
BR_CoE_Products_Technical and Advisory Services_2019
BR_CoE_Projects_School Fedding in BD
BR_IE Report_2017
BR_WFP-Final-Report_Assessing-CoE-Against-Hunger-in-Brazils-South-South-Trilateral-Cooperation
CN_CoE_Brochure_2017
CN_CoE_SSC Needs Analysis Report_2017
CoI_CoE_Brochure_2019
3.7 WFP Global Meeting on SSTC 2019
Agenda Global Meeting on SSTC 2019
Deliverables Global South-South Cooperation Action Plan 2019
Key Take Aways WFP Global Meeting on SSTC_2019
3.8 WFP inputs to SG reports
2015_SG report on SSTC
2016_SG report on SSTC
2017_SG report on SSTC
2017_WFP Inputs to SG Report Survey UN agencies
2018_SG Report on SSTC
2018_WFP Inputs to SG Report
3.9 Communication
8 reasons for WFP to support SSTC
COs engagement in SSTC_2016
Fact Sheet_Approaching a new SSTC idea
Fact Sheet_WFP supporting SSTC
Fast Facts_SSC Reviews_tbc
Fast Facts_WFP approach to SSTC_tbc
Fast Facts_WFP SSTC Policy_Dec2016
Fast Facts_WFP SSTC Policy_Mar2015
Fast Facts_WFP towards SSTC_Sept2017
Info Brief_Interagency Collaborative Framework on SSTC for climate change food security and HIV_June2015
Key Take Aways_BAPA+40_Mar2019
Key Take Aways_UN SSTC Day RBAs Celebration_Sept2019
Note for Record_Meeting RBAs with UNSSCO_July2016
Note for Record_Symposium on demand driven SSTC_May2016
Partnership opportunities in SSTC_Oct2016
Q&A on SSTC_Dec 2015
Q&A on SSTC_Nov2015
SSTC trends and fast facts_July2019
Talking Points_High Level Forum on SSTC_Aug2015
Tools and modalities SSTC_2018
UN SSTC Day_FAO HQ_Agenda_Sept2018
UN SSTC Day_FAO HQ_Highlights of RBAs on SSTC_Sept2018
UN SSTC Day_WFP HQ_Agenda_Sept2018
4. Other WFP Policies and Programming areas
4.0 Corporate Performance Management & Monitoring
2011_WFP Policy Formulation

2013_Indicator compendium 2014-2017
2013_Management Results Framework 2014 - 2017
2013_Strategic Results Framework 2014 - 2017
2014_Performance Management Policy in WFP 2014-2017
2014_Performance Management Policy Memo
2016_Mid-Term Review - Strategic Plan (2014–2017)
2017_ToC Guidance
2018_Corporate Monitoring Strategy 2018-2021
2019_Compendium of policies related to the Strategic Plan
4.0.1 Annual Performance Reports
Annual Performance Report 2010
Annual Performance Report 2011
Annual Performance Report 2012
Annual Performance Report 2013
Annual Performance Report 2014
Annual Performance Report 2015
Annual Performance Report 2016
Annual Performance Report 2017
Annual Performance Report 2018
4.0.2 WFP ZHC Advocacy Framework
WFP ZBC Advocacy Framework - Oct 2015
WFP ZHC Advocacy Framework - Brief March 2016
WFP ZHC Advocacy Framework - Feb 2016
WFP ZHC Advocacy Framework - July 2016
4.0.3 Annual Country Reports
ACRs for all countries included in Table 1 of the ToR (for the years 2015- 2018)
4.1 Cash Based Transfer
2008_Cash & voucher Policy
2009_WFP C&V Manual Edition 1
2011_Cash & voucher Policy update
2014_OEV PE Cash and voucher ER
2014_UNDG Harmonized Approach to Cash Transfer (HACT) Framework
2014_WFP C&V Manual Edition 2
2017_WFP and the Grand Bargain
2018_WFP and the Grand Bargain
CBT Terminology
4.2 Climate Change
2017_WFP Climate Change Policy
4.3 Country Capacity Strengthening
2009_Capacity Development Policy - An Update on Implementation
2010_Operational Guide to strengthen capacity of nations to reduce hunger
2014_National Capacity Index NCI
2015_Guidelines on Technical Assistance and Capacity Development
2017_Evaluation of Capacity Development Policy
2017_Guidance on Capacity Strengthening of Civil Society
CCS Framework and Toolkit _3 WFP Capacity Needs Mapping CNM
CCS Framework and Toolkit_1 WFP CCS Activity Matrix
CCS Framework and Toolkit_1 WFP Corporate Framework
CCS Framework and Toolkit_2 WFP CCS Activity Matrix
CCS Framework and Toolkit_2 WFP Theory of Change
CCS Framework and Toolkit_3 WFP CCS Activity Matrix
4.4 Disaster Risk Reduction DRR
2000_Disaster mitigation. A strategic approach
2007_An update of WFP interventions in disaster preparedness and mitigation
2009_WFP Policy on Disaster Risk Reduction
2011_WFP Policy on disaster risk reduction and management
4.5 Emergency Preparedness and Response
2003_Food aid and livelihoods in emergencies strategies for WFP

2004_Existing emergencies
2004_Transition from relief to development
2005_Definition of emergencies
2017_WFP Emergency Preparedness Policy
4.6 Food Assistance for Assets FFA
2016_Food Assistance for Asset Guidance Manual - ANNEXES
2016_Food Assistance for Asset Guidance Manual - CORE DOCUMENT
2017_The potential of FFA to empower women and improve women's nutrition
4.7 Food Security Vulnerability Economic Analysis (VAM)
2012_Monitoring Food Security Indicators Compendium
2012_Monitoring Food Security Reporting Structure and Content
4.8 Gender
2009_Gender Policy
2014_Evaluation of Gender Policy 2009
2017_Gender Social Protection for zero hunger WFP role in LAC
2017_WFP Gender Action Plan 2017-2020
2018_Gender and Age Marker Guidance
2018_Gender Transformation Programme
2019_CBT and Gender IE window
2019_Evaluation of Gender Policy 2015_IR
2019_Gender and Evaluation Quick Guide
2019_The Potential of Cash-Based Interventions to Promote Gender Equality and Women's Empowerment
Gender Policy 2015-2020
4.9 Humanitarian Principles and access
2006_Note on humanitarian access and its implication for WFP
2012_Humanitarian Protection Policy
2018_Briefing Note on the Humanitarian-Development-Peace Nexus
2018_Evaluation of Humanitarian Protection Policy_ER_V1
2018_Evaluation of Humanitarian Protection Policy_ER_V2
4.10 Nutrition
2012_Nutrition Policy
2015_Evaluation of Nutrition Policy 2012
2016_LAC Supporting national priorities on nutrition through multiple platforms
2017_Nutrition Policy
2017_The cost of double burden of malnutrition
2018_Rice Fortification in LAC
2019_Expanding WFP Nutrition engagement in SSTC Vision 2019-2021
4.11 Participatory Approaches
2000_Participatory Approaches Policy
4.12 Partnership
2014_Corporate Partnership Strategy (2014 - 2017)
2017_Evaluation of Corporate Partnership Strategy (2014-2017)
4.13 Resilience
2015_Policy for Building Resilience for Food Security and Nutrition
4.14 Risk Reduction and Management
2011_Policy on Disaster Risk Reduction and Management
2013_State of School Feeding Worldwide
2015_Policy on Enterprise Risk Management
2015_Risk Appetite Statement
4.15 School Feeding
2009_School Feeding Policy
2010_IE of School Feeding in Cambodia
2010_IE of School Feeding in Kenya
2011_IE of School Feeding in Bangladesh
2011_IE of School Feeding in Cote d'Ivoire
2011_IE of School Feeding in The Gambia
2012_Synthesis Evaluation of School Feeding
2013_Revised School Feeding Policy

2016_Manual for SABER SF Exercise
2017_DE of School Feeding in Laos
2017_DE of School Feeding in Nepal
2017_School Meals Monitoring Framework Guidance
2017_Smart School Meals
2018_DE of School Feeding in Ethiopia
2019_DE of School Feeding in Malawi
4.16 Security
2011 Guidelines for Security Reporting
2016 Brief - WFP Field Security
2017 EB Report - WFP Field Security
UN Security Risk Management (SRM) Manual - 2015
4.17 Safety Nets
2012_Update of WFP's Safety Nets Policy
2019_Evaluation of the Update of WFP's Safety Nets Policy
5. Other relevant evaluations and studies
5.1 RBAs
2015_IFAD_Non-lending activities in the context of South-South cooperation
2017_IFAD_South-South and Triangular Cooperation (SSTC) Highlights from IFAD Portfolio
2017_Joint Roadmap RBAs
2018_WFP FAO_Experience from Purchase from Africans for Africa
2019_FAO SSTC
5.2 Other UN Agencies
2013_Leveraging SSTC_Join Meeting UNDP UNFPA UNOPS UNICEF UN-Women
2013_UNDP SSTC eval 2008-2011
2016_UNSSOC_Good Practices in SSTC for Sustainable Development - Vol. 1
2017_UNFPA_SSTC
2017_UNICEF_Brazil Partnerships for Trilateral South-South Cooperation
2017_UNICEF_Guidelines for SSTC
2017_UNOSSC_Climate partnership for a sustainable future
2018_ECOSOC_How governments of the South assess the results of SSC
2018_ILO_SSTC and future steps
2018_UNDP_SOUTHERN DEVELOPMENT SOLUTIONS FOR THE SUSTAINABLE DEVELOPMENT GOALS
2018_UNICEF_SSTC for children
2018_UNOSCC_Mapping South-South Cooperation in ASEAN
2019_UNDESA_Introductory text on SSC (web)
5.3 Academia
Brazil SSTC in food security
5.4 Other
2010_WB_Development Outreach South-South Opportunity
2016_GIZ_Cooperation with Arab Donors in Middle East and Notrht Africa
2016_OECD_Triangular_co-operation_and_small_island_developing_states_factsheet
2016_Shaxson Achieving Policy Impact
2016_Triangular_co-operation_factsheet
2017_BRICS Policy Center document on M&E
2017_JICA_Voices from SSTC practitioners toward BAPA +40
2018_GPI_Triangular-Co-op-in-the-Era-of-the-2030-Agenda
2018_Toolkit for monitoring and evaluation SSTC
2019_Evaluation Matters Q3
2019_GDI_Monitoring and evaluation in South-South Cooperation
Evaluation Criteria - OECD (web)
ODI_ROMA - RAPID Outcome Approach (web)
WB_South-South Knowledge Exchange (web)
6. UN+Inter-Gov context
1978_Buenos Aires Plan of Action (BAPA)
1995_New Directions for Technical Cooperation among Developing Countries
2003_Revised Guidelines for Technical Cooperation among Developing Countries
2007_Triennial comprehensive policy review

2010_Nairobi Outcome Document of the UN High-level Conference on SSC
2011_JIU_SSTC in the United Nations System
2012_Framework of Operational Guidelines on UN Support to SSTC
2015_outcome Addis Abeba
2016_Framework of Operational Guidelines on UN Support to SSTC
2017_Repositioning the UN Development System to Deliver on the 2030 Agenda
2018_Informal meeting of GBAs and RBAs on SSTC
2018_JIU_PROGRESS REPORT ON THE RECOMMENDATIONS
2018_SG Report_Role of SSTC in implementation SDG Agenda
2019_Buenos Aires outcome document of the second High-level United Nations Conference on SSC
2019_Report on Second High Level United Nations Conference on SSTC
Buenos Aires Action Plan (web)
Decisions (High-level Committee on SSC) - Google Drive (web)
HLC Reviews of Progress on BAPA - Google Drive (web)
Resolutions (General Assembly) - Google Drive (web)
Vienna programme of action
7. Datasets
Country Selection Matrix_draft.xlsx
Figures - WFP investment in SSTC
Findings from survey to RBs on SSTC
Mapping SSTC initiatives.xlsx
8. Country-specific docs
Bangladesh
2011_IE_School Feeding in Bangladesh 2001-2009
2012_IE_Food Assistance in Protracted Refugee Situations in Bangladesh
2012_SYE_Country Evaluation Synthesis Bangladesh 2003-2010
2013_IE_Food and Cash for Assets (FCFA) on Livelihood Resilience in Bangladesh
2014_OE_Bangladesh 200243 2012-2016 A mid-term evaluation
2018_DE_Final McGovern-Dole-supported School Feeding Programme in Bangladesh 2015-2017
Bangladesh CSP 2017-2020
Benin
Benin CSP 2019-2023
Brazil
2016_UNSSOC_Good Practices in SSTC for Sustainable Development - Vol. 1
2017_UNICEF_Brazil Partnerships for Trilateral South-South Cooperation
BR_CoE_Annual Report_2013
BR_CoE_Annual Report_2014
BR_CoE_Annual Report_2015
BR_CoE_Annual Report_2016
BR_CoE_Annual Report_2017
BR_CoE_Annual Report_2018
BR_CoE_Products_Advocacy_2019
BR_CoE_Products_Knowledge Services_2019
BR_CoE_Products_Partnership_2019
BR_CoE_Products_Remote Support_2019
BR_CoE_Products_Technical and Advisory Services_2019
BR_CoE_Projects_School Fedding in BD
BR_IE Report_2017
BR_WFP-Final-Report_Assessing-CoE-Against-Hunger-in-Brazils-South-South-Trilateral-Cooperation
Brazil SSTC in food security
Chile
China
tbc_SSC Review_CHINA
China CSP 2017-2021
CN_CoE_Brochure_2017
CN_CoE_SSC Needs Analysis Report_2017
Cote d'Ivoire
2011_IE_School Feeding Programmes in Cote D'Ivoire 1999-2009

2017_DE_Cote d'Ivoire PRRO 200464 an evaluation
2017_OE_Côte d'Ivoire DEV 200465 2013-2016
2019_DE_Mid-Term Evaluation of Support for the Integrated School Feeding Program
Cote d Ivoire CSP 2019-2023
Colombia
2011_CES Colombia 2002-2010
Colombia CSP 2017-2021
Cuba
2017_CP Cuba 200703 2015-2018
Cuba Interim CSP 2020
Ecuador
2015_OE_Ecuador PRRO 200275 Assistance to Refugees in Colombia (2011-2014)
Ecuador CSP 2017-2021
Egypt
2010_OE_Egypt Country Programme 10450.0 (2007-2011)
2015_OE_Egypt Country Programme 200238 2013-2017
2018_Egypt CSP 2018-2023
Ethiopia
2011_Country Evaluation Synthesis Ethiopia 2002-2010
2014_OE_Ethiopia PRRO 200290 Responding Humanitarian Crises
2016_OE_Ethiopia PRRO 200700 (2015-2018)
2019_ IE_Impact Evaluation of the SIIPE Pilot (2017 – 2019)
2019_CPE Ethiopia (2012-2017)
Ethiopia Interim CSP 2019-2020
Gambia
2011_IE_School Feeding in The Gambia (2001-2010)
2016_OE_PRRO 200557 in the Gambia 2013-2015
2018_DE_The Gambia DEV 200327
Gambia CSP 2019-2021
India
2019_SSC Review_INDIA
2019_DE_End line Evaluation of Target Public Distribution Reforms in Bhubaneswar
India CSP 2019-2023
Indonesia
2014_CPE Indonesia 2009-2013
2016_DE_An Evaluation of the 2012-2015 Local Food-Based School Meal Program
2016_DE_An Evaluation of the 2012-2015 Maternal and Child Nutrition Program
Indonesia CSP 2017-2020
Kenya
2010_IE_Evaluation of WFP School Feeding Programme in Kenya 1998-2008
2011_CPE Kenya 2006-2010
2014_OE_PRRO 200174 Food Assistance and Refugees 2011-2013
2016_DE_An Evaluation of WFP's Asset Creation Programme 2009-2015
2017_DE_Final evaluation of the USDA McGovern-Dole International FFE
2018_DE_Evaluation of effects and cost benefit analysis of he GFD Cash Based Transfers for PROO 2015-2017
Lebanon
Lebanon CSP 2018-2020
Malawi
2014_OE_Malawi County Programme 200287 mid-term evaluation 2012-2016
2016_OE_PRRO 200692 in Malawi 2014-2017
2018_DE_Evaluation of the School Meals Programme in Malawi 2013-2015
2019_DE_Evaluation of the School Meals Programme in Malawi 2016-2018
2019_DE_Mid-Term Evaluation of Integrated Risk Management and Climate Services Programme in Malawi from 2017-2019
Malawi CSP 2019-2023
Mozambique
2010_Country Evaluation Synthesis Mozambique 2000-2009
2014_OE_PRRO 200355 2012-2014

2015_OE_200286 Country Programme 2012-2015
Mozambique CSP 2017-2021
Niger
2013_CPE 2007-2011
2014_OE_Regional EMOP 200438 2012-2013
2016_OE_Niger PRRO 200583
2016_OE_West Africa Regional EMOP 200777 an evaluation
2018_DE_Niger PRRO 200961 mid term evaluation
2018_IE_WFP Malnutrition Interventions in Niger_SER
Niger CSP 2020-2024
Peru
Peru CSP 2018-2022
Republic of Congo
2013_CPE 2009-2012
2018_DE_Evaluation of McGovern Dole School Feeding baseline
2018_OE_Congo Country Programme 200648 A mid-term evaluation
Congo CSP 2019-2023
Sri Lanka
2017_CPE Sri Lanka 2011-2015
Sri Lanka CSP 2018-2022
Turkey
2018_DE_ECHO funded Emergency Social Safety Net an evaluation 2016-2018
Turkey Interim CSP 2020-2021
Zimbabwe
2012_CPE Zimbabwe 2006-2010
2014_OE_PRRO 200453 2012-2014
Zimbabwe CSP 2017-2021
9. Contacts
WFP SSTC Focal points and contacts

7. Acronyms

ACR	Annual Country Report (WFP)
AERC	African Economic Research Consortium
APR	Annual Performance Report
BAPA	Buenos Aires Plan of Action
CCS	Country Capacity Strengthening
CD	Country Director
CERFAM	Regional Centre of Excellence Against Hunger and Malnutrition
CO	Country Office
CoE	Centre of Excellence
COHA	Cost of Hunger in Africa
CPS	Corporate Partnership Strategy
CRF	Corporate Result Framework
CSP	Country Strategic Plan
DAC	Development Assistance Committee
DCD	Deputy Country Director
DoE	Director of Evaluation
DRR	Disaster Risk Reduction
EAG	External Advisory Group
EB	Executive Board
EM	Evaluation Manager
EQAS	Evaluation Quality Assurance System
ET	Evaluation Team
FAO	Food and Agriculture Organization
GSSD	Global South-South Development
IFAD	International Fund for Agricultural Development
IR	Inception Report
IRG	Internal Reference Group
IRM	Integrated Road Map
JICA	Japanese International Cooperation Agency
JIU	Joint Inspection Unit
LLDCs	Landlocked Developing Countries
OECD	Organization for Economic Co-operation and Development
OEV	WFP Office of Evaluation
OSE	WFP Emergency Division
OSF	WFP School-feeding Division
OSN	WFP Nutrition Division
OSZ	WFP Programme and Policy Division – recently changed to PRO
OZIR	WFP Climate and Disaster Risk Reduction Unit
P4P	Purchase for Progress Initiative
PGG	WFP Government Partnerships Division
PRO	WFP Programme – Humanitarian and Development Division (formerly OSZ)
QA2	OEV second level quality assurance
QCPR	Quadrennial Comprehensive Policy Review

RB	Regional Bureau
RBA	WFP Rome-Based Agencies
RBB	WFP Regional Bureau Bangkok
RBD	WFP Regional Bureau Dakar
RBJ	WFP Regional Bureau Johannesburg
RBN	WFP Regional Bureau Nairobi
RBP	WFP Regional Bureau Panama
RMP	WFP Performance Management and Monitoring Division
ROMA	RAPID Outcome Mapping Approach
SADC	Southern African Development Community
SAMS	WFP Smallholder Agriculture Market and Value Chain Support
SDGs	Sustainable Development Goals
SE	Strategic Evaluation
SER	Summary Evaluation Report
SIDS	Small Island Developing States
SOs	Strategic Objectives
SP	Strategic Plan
SSC	South-South Cooperation
SSTC	South-South and Triangular Cooperation
STR	Strategic Coordination and Support Division
TA	Technical Assistance
TL	Evaluation Team Leader
ToC	Theory of Change
ToR	Terms of Reference
UNDESA	UN Department of Economic and Social Affairs
UNDS	UN Development System
UNEG	United Nations Evaluation Group
UNGA	United Nations General Assemby
UNOSSC	UN Office for South-South Cooperation
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme