



**WFP EVALUATION**

# Evaluation of the WFP South-South and Triangular Cooperation Policy

Centralized Evaluation Report – Volume II Annexes

OEV/2019/027  
Office of Evaluation

October 2021



World Food  
Programme

SAVING  
LIVES  
CHANGING  
LIVES



# Acknowledgements

The evaluation team would like to thank all those who contributed to this evaluation. We are especially grateful to the Programme – Humanitarian & Development Division (PRO) South-South and triangular cooperation (SSTC) team at headquarters, and to the staff and management of WFP country offices in Benin, Burundi, Ecuador, Egypt, India, the Republic of Congo and Sri Lanka for hosting remote field missions, and in Bangladesh, the Dominican Republic, Kenya, Malawi, and Zimbabwe for supporting the conduct of desk reviews “plus”. We also thank the consulted leadership and staff at WFP headquarters in Rome, regional bureaux and the Centres of Excellence in Brazil, China, and Cote d'Ivoire, as well as the WFP partners at global, regional and country levels who agreed to be interviewed during the evaluation despite the challenging context of the COVID-19 pandemic. Special thanks go to the WFP Office of Evaluation for their overall guidance and support.

## Disclaimer

The opinions expressed in this report are those of the evaluation team, and do not necessarily reflect those of the World Food Programme. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

The designation employed and the presentation of material in maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

## Photo credit

Cover Photo: WFP/Ana Buitron

# Key personnel for the evaluation

## **OFFICE OF EVALUATION**

Director of Evaluation – Andrea Cook

Evaluation Manager – Francesca Bonino

Second Level Quality Assurance – Deborah McWhinney

Evaluation Analyst – Raffaella Muoio

## **EXTERNAL EVALUATION TEAM (UNIVERSALIA)**

Team Leader – Marie-Hélène Adrien

Deputy Team Leader and Senior Evaluator – Anette Wenderoth

Senior Evaluator and SSTC Expert – Nils-Sjard Schulz

Senior Evaluator, and Gender and Humanitarian Settings Expert – Christine Ouellette

Evaluation Analysts – Arunima Sharan and Zachariah Su

Logistical and Formatting Support – Tracy Snilner and Nadia Cherkaoui

Quality Assurance – Katrina Rojas

# Contents

Annex I	Summary Terms of Reference .....	1
Annex II	List of Activities for Policy Implementation .....	3
Annex III	Theory of Change for WFP Support to/Use of South-South and Triangular Cooperation .....	6
Annex IV	Revised Evaluation Timeline .....	7
Annex V	Evaluation Methodology .....	10
Annex VI	Evaluation Matrix .....	21
Annex VII	Schedule for Field Work .....	32
Annex VIII	Comparator Study .....	33
Annex IX	Thematic Mini Case Studies.....	52
	Thematic case study: social protection including school feeding.....	54
	Thematic case study: nutrition .....	61
	Organizational/policy environment.....	61
	Nutrition-related engagement in South-South and triangular cooperation .....	61
	Factors influencing results/lessons learned.....	63
	Thematic case study: Smallholder agriculture market support.....	66
	Organizational/policy environment.....	66
	Smallholder agriculture market support-related engagement in South-South and triangular cooperation .....	66
	Factors influencing results/lessons learned.....	69
	Thematic case study: emergency preparedness and response .....	71
	Organizational/policy environment.....	71
	Emergency preparedness and response-related engagement in South-South and triangular cooperation .....	72
	Factors influencing results/lessons learned.....	74
Annex X	Consulted Stakeholders .....	76
Annex XI	Interview Protocols .....	86
Annex XII	Bibliography.....	91
Annex XIII	Triangulation and Evidence Matrix.....	98
Annex XIV	Interpreting Evaluation Findings against the (Simplified) Theory of Change .....	101
Annex XV	Assessment of Policy Quality .....	103
Annex XVI	Examples of Different South-South and Triangular Cooperation “Models” .....	109
Annex XVII	WFP Centres of Excellence.....	111
Annex XVIII	Mapping of evaluation findings, conclusions and recommendations.....	112

# List of Tables

Table 1	Evaluation questions and subquestions.....	12
Table 2	Comparison of selected characteristics of South-South and triangular cooperation integration in the four thematic areas.....	52
Table 3	Examples of WFP-facilitated South-South and triangular cooperation in social protection derived from remote country missions and desk-reviews plus conducted for this evaluation .....	56
Table 4	Examples of WFP-supported South-South and triangular cooperation initiatives in nutrition deriving from remote field missions and country desk reviews conducted for the evaluation .....	62
Table 5	Assessment of the South-South and triangular cooperation Policy against criteria described in the Top 10 Lessons for Policy Quality in WFP.....	104
Table 6	Mapping of evaluation findings, conclusions and recommendations.....	112

## List of Figures

Figure 1	Examples of different South-South and triangular cooperation “models” along two axes.....	109
----------	-------------------------------------------------------------------------------------------	-----

# Annex I Summary Terms of Reference

## Evaluation

Summary Terms of Reference



### EVALUATION OF THE WFP SOUTH-SOUTH AND TRIANGULAR COOPERATION POLICY (2015)

*Policy evaluations focus on a WFP policy and the guidance, arrangements, and activities that are in place to implement it. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.*

#### Subject and Focus of the Evaluation

WFP engagement in the area of South-South and Triangular Cooperation (SSTC) predates the related policy that was issued in 2015. The policy was developed with the overall objective to expand WFP's engagement with developing countries to facilitate progress and support country-led efforts towards a) improving national capacities in food security and nutrition; b) expanding funding sources; and c) stimulating innovative practices for food security and nutrition in developing countries.

The policy includes eight 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 the area of food security and nutrition.

WFP's approach to SSTC has been articulated in different guidance documents, learning packages and user-oriented information products. Moreover, the SSTC Unit in WFP's Policy and Programme Division, in consultation with internal stakeholders, has been identifying priority areas for support and guidance development on an annual basis.

The current WFP Strategic Plan (2017-2021) features South-South cooperation and triangular cooperation as means of implementation for technical assistance and partnership strategies. SSTC has been brokered in different programmatic areas in WFP such as nutrition; social protection and safety nets including school-based programmes; smallholder support and market access, as well as emergency preparedness and response. Those four areas in which WFP brokered SSTC will be considered the primary focus for the evaluation and will be the subject of four thematic case studies.

#### Objectives and Users of the Evaluation

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

I. Assessing the quality of the policy at the time of its development referring to international benchmarks for policy design in effect at the time of its development;

II. Covering the policy implementation period from 2015 to 2020 – including the institutional dimensions and the different roles of HQ, Regional Bureaux, Country Offices (COs) and Centres of Excellence (CoEs) in brokering SSTC;

III. 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;

IV. 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.

The target users of the evaluation are: i) the SSTC Unit and senior management within the Policy and Programme Division; ii) WFP senior leadership; iii) Executive Board; iv) policy-makers and programme designers and implementers at HQ, Regional Bureau, CoE and CO-level; v) the other Rome-based Agencies (RBAs); and vi) global humanitarian and development actors, academics and networks working on issues related to South-South collaborations.

#### Key Evaluation Questions

The evaluation will address the following three high-level key questions:

**Question 1: How good is the policy?** The evaluation will assess the SSTC Policy against international good practice, the practice of partner organizations, including the RBAs and other comparators, and other benchmarks in order to understand whether the Policy was designed so as to attain the best results, and how well it is supporting WFP's current strategic approach.

**Question 2: What were the results of SSTC policy?** 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.

**Question 3: Why has the Policy produced the results that have been observed?** In answering this question, the evaluation will generate insights into the incentives, triggers or explanatory factors that caused the observed changes or prevented results achievement. It will look at explanatory factors (e.g. looking at capacities and resource issues), and other elements (e.g. risks and assumptions that influence decision-making). The evaluation will also attempt to benchmark against good practice in order to identify pointers for learning.

## Scope and Methodology

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

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

- 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;
- Constructing an overall Theory of Change for WFP engagement in SSTC including elements relating to risks and assumptions;
- Carrying out four SSTC thematic case studies covering the programmatic areas that have seen most SSTC exchanges and brokering relations – namely social protection and safety nets including school-based programmes; nutrition; smallholder support and market access; and emergency preparedness and response. The thematic case studies will cover all aspects ranging from conception, to implementation and contributions to results. Through the four case studies the evaluation will also explore relevance and effectiveness of the SSTC modalities applied.

## Roles and Responsibilities

**Evaluation Team:** The evaluation will be conducted by a team of independent, external consultants with strong capacity in undertaking global evaluations. Overall, the evaluation team members' skills-set and expertise will cover all the main SSTC programmatic areas included in the thematic case studies, as well as expertise in the area of global UN policies and the SDG architecture.

**OEV Evaluation Management:** The Evaluation Manager is Francesca Bonino, Evaluation Officer. Research and data analysis support is provided by Raffaella Muoio. Second-level quality assurance will be provided by Deborah McWhinney, Senior Evaluation Officer in WFP's Office of Evaluation.

**Stakeholders:** WFP stakeholders at country, regional and headquarters levels are expected to engage with the evaluation process to ensure a high degree of utility and transparency. An **Internal Reference Group** (IRG) has been established to facilitate this engagement, drawing from members of various technical units within WFP and the Centres of Excellence. A selected number of external stakeholders will be invited to join an **External Advisory Group** (EAG) specifically established to support this evaluation.

## Communications

The Evaluation Manager will ensure consultation with stakeholders during each of the key evaluation phases. The ToR and relevant evaluation 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, de-briefings, and feedback on draft evaluation deliverables will include participants from HQ Divisions and Units, Regional Bureaux, CoEs and COs.

Throughout the evaluation, options for remote participation will be actively sought and facilitated as feasible, whenever face-to-face meetings are not possible.

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.

## Timing and Key Milestones (updated in June 2020)

The current COVID-19 pandemic has led to the implementation of quarantine measures worldwide, including travel restrictions, hence impacting WFP programmes and evaluations. The planned evaluation activities and timeline below may shift and be adjusted as a result, in consultation and with the agreement of the WFP Director of Evaluation.

**COVID-related planning adjustment phase:** April -May 2020

**Remote inception phase:** May 2020 – August 2020

**Evaluation data collection phase:** September 2020 – Feb 2021

**Analysis and reporting:** March 2021 – June 2021

**EB session:** November 2021.

---

Findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website. Full Terms of Reference are available at <http://newgo.wfp.org/topics/evaluation>  
For more information please contact the WFP Office of Evaluation at: [WFP.evaluation@wfp.org](mailto:WFP.evaluation@wfp.org)

# Annex II List of Activities for Policy Implementation

The table below provides an overview of key guidance products and platforms/mechanisms developed at the corporate level by the SSTC team at headquarters (HQ). The table does not include existing guidance tools developed at the regional bureau (RB) and Centre of Excellence (CoE) levels.

SSTC guidance products and platforms	Target users / audience	Brief description	Expected use
<b>Products developed/led by SSTC team at HQ</b>			
WFP Resources on South-South and Triangular Cooperation (July 2016)	WFP CO, RB, CoE	A concise “how to” guide to SSTC. Outlines a 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, RB, CoE	Toolbox of various templates, tools and examples that COs can tap into when practically designing SSTC projects on the ground. The toolbox is currently being revised	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 and strategies (to date: in RBJ and RBD)	WFP RB	Systematic mapping of country needs and SSTC offers and formulation of SSTC opportunities from a regional perspective that can be promoted by WFP RBs	Regional SSTC mappings are a key starting point for WFP RBs 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 reviews <sup>1</sup>	WFP CO	Key WFP tool to identify, formulate and prioritize SSTC investment opportunities for WFP COs 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 an SSTC partner in the context of the CSP. South-South reviews do so by: (1) outlining a country-wide picture of SSTC opportunities where the host government is an SSTC

<sup>1</sup> According to a presentation by the SSTC team (October 2019 slide presentation Snapshot: SSTC “Helpdesk” for colleagues in the field), South-South reviews have been carried out in Colombia, Guatemala, Honduras, Namibia, Mozambique, Peru, Philippines, Sri Lanka and Zimbabwe.

SSTC guidance products and platforms	Target users / audience	Brief description	Expected use
			partner for SDG2; (2) mapping SSTC opportunities (structured around needs and possible SSTC partners in CSP strategic objective areas); (3) mapping SSTC investment opportunities <sup>2</sup>
SSTC “Fast Facts” and “Q&A” documents (2016–present)	WFP COs	Fast facts e.g. on the SSTC Policy (March 2015 and December 2016), WFP towards SSTC (September 2017), WFP approach to SSTC (undated). Q&A on SSTC e.g. November and December 2015. Also “Key Take-Aways” summaries on BAPA+40 and on the UN SSTC Day RBAs Celebration	Awareness raising and basic information for COs on the approach of WFP to SSTC
SSTC progress updates/reports	General WFP audience with interest in SSTC	Overview of key areas of progress in WFP on SSTC at global, regional, CoE and country levels. Includes, for example, 2017 and 2018 SSTC progress reports; December 2016 - South-South and Triangular Cooperation for food security and nutrition. Snapshot of WFP practices in facilitating South-South and triangular cooperation to promote progress towards zero hunger (SDG 2) <sup>3</sup>	Awareness raising on and accountability for the approach of WFP to SSTC and on progress made at global, regional and CO levels
South-South Quarterly newsletter series	EB membership, senior management in WFP COs, RBs, HQ divisions, CoEs	Quarterly update on the work of WFP on SSTC at the country, regional and global level, which keeps senior management and 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
Good practice examples and publications on WFP-brokered SSTC initiatives <sup>4</sup>	G77 +China, donors, (WFP host governments) WFP Board Members, 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). Example includes “Country Experiences in South-South and Triangular Cooperation Enabled by the United Nations Rome-	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

<sup>2</sup> 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.

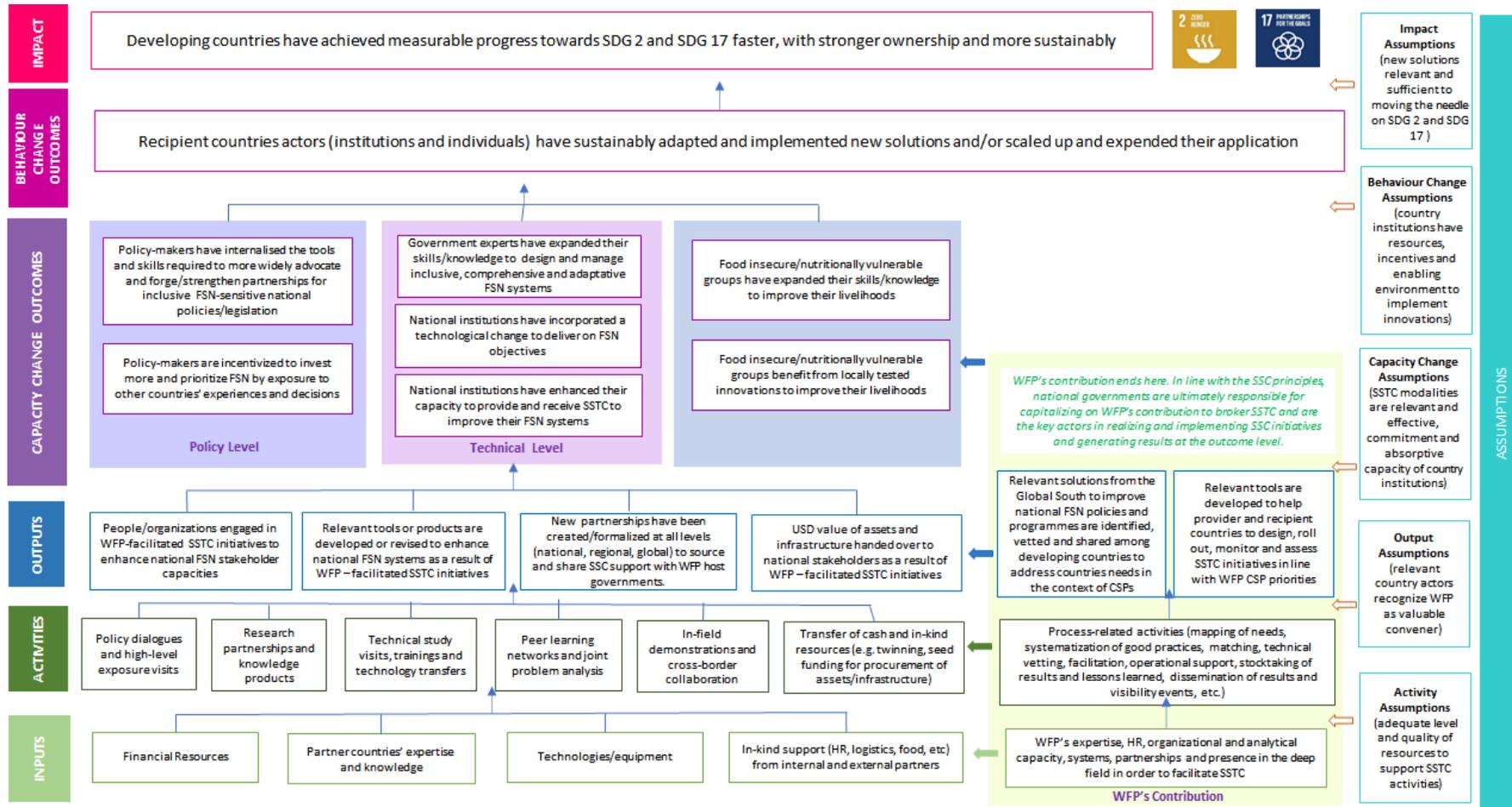
<sup>3</sup> <https://www.wfp.org/publications/2016-south-south-and-triangular-cooperation>.

<sup>4</sup> The good practice examples are: (1) Best practices overview that have informed the drafting of the 2015 SSTC Policy; (2) Good SSTC practices for the SDGs (6 WFP cases on SDG 2 that 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).

SSTC guidance products and platforms	Target users / audience	Brief description	Expected use
		Based Agencies" (September 2019), <sup>5</sup> EB events 2018, 2019; Global South-South Development Expos, "BAPA+40", reports of the Secretary-General on the state of South-South cooperation	
Specific SSTC-related guidelines	EB membership, senior management in WFP COs, RBs, HQ Divisions, CoEs	For example, Integrating South-South Cooperation in the CSP Process (2017); Guiding Questions for Scoping South-South Cooperation Opportunities (2017)	Practical guidance for SSTC practitioners and senior RB/CO leadership on how to approach SSTC opportunities
<b>Platforms/processes developed/facilitated by the SSTC team at headquarters</b>			
South-South learning journey	WFP CO practitioners (primarily programme officers, but open for anyone in WFP)	A blended training programme, combining: (a) e-learning on the WFP WeLearn portal and practical problem-solving drawing from real case examples based on the experience of WFP 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
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
SSTC helpdesk function and	General WFP audience with interest in SSTC	On-demand support to RBs and COs	Support RBs and COs in relation to identifying and addressing SSC opportunities and suitable solutions/partner countries
Development of South-South Match.com knowledge platform (ongoing)	WFP CO, RB, CoE	Knowledge platform capturing relevant expertise/promising solutions on offer in different countries	Supporting RBs, COs and CoEs in identifying and matching SSC recipient countries with the most relevant solutions available from SSC provider countries

<sup>5</sup> <https://www.wfp.org/publications/country-experiences-south-south-and-triangular-cooperation-enabled-united-nations-rome>.

# Annex III Theory of Change for WFP Support to/Use of South-South and Triangular Cooperation



Source: Developed by the WFP SSTC team building on evaluation team draft [Source: WFP SSTC Unit with input from RMP (drawing on earlier draft by the evaluation team).

# Annex IV Revised Evaluation Timeline

	Key actions	By whom	Key dates
<b>Phase 1 - Preparation</b>		<b>Oct 2019- Jan 2020</b>	
	Document and data collection (e-library)	EM + RA	Oct-Nov 2019
	Desk review. Draft 1 ToR 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 ToR 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
	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
<b>Phase 1.2 COVID-related adjustments and planning phase</b>		<b>March-April 2020</b>	
	Discussion with EM and preparation of <b>SSTC PE planning note to reflect possible scenarios and related adjustments relating to COVID-19</b>	EM & Team	16 March -3 April
	Submission to QA2 of SSTC PE planning note followed by ET revision	QA2	3 April
	Submission of the COVID-19 planning note for SSTC to DoE for review and approval	DoE	21 April
<b>Phase 2 - Remote inception phase</b>		<b>May -Sept 2020</b>	
	Team preparation prior to HQ briefing (reading Docs)	Team	16 March
	Discussion with EM and preparation of <b>SSTC PE planning note to reflect possible scenarios and related adjustments relating to COVID-19</b>	EM & Team	16 March -3 April
	Submission to QA2 of SSTC PE planning note followed by ET revision	QA2	3 April
	Submission of the COVID-19 planning note for SSTC to DoE for review and approval	DoE	21 April
	<b>Remote HQ briefings and interviews with IRG members and SSTC focal points in RBs and Centres of Excellence</b>	EM & Team	27 April – 26 June
	<b>Remote inception missions to Sri Lanka and Rep. of Congo</b>	EM+TL	1 June – 13 July
<b>IR D0</b>	<b>Submit draft inception report (IR) to OEV</b>	TL	<b>22 July</b>
	EM first round of review on IR D0 followed by TL revisions	EM	27 July
<b>IR D1</b>	Submit revised draft IR (D1) to Director OEV for QA2	TL	31 July
	DoE comment window on IR (D1)	DOE	3-7 August
	ET revisions to address DoE's comments	TL	10-24 August
	EM reviews to check all DoE / QA2 comments have been adequately addressed	EM	28 August
<b>IR D2</b>	<b>ET submission of revised Inception Report (D2)</b>	<b>TL</b>	<b>3 September</b>
	EM shares IR with internal reference group for their feedback and consult with External Advisory Group (EAG)	EM	7-21 Sept
	EM + RA consolidate all comments and share them with TL	EM+ RA	25 Sept

	Key actions	By whom	Key dates
	<b>ET submits revised Inception Report (rev D2)</b>	<b>TL</b>	<b>2 October</b>
	EM checks whether all stakeholders' comments have been adequately addressed and submits the revised IR to DoE for clearance	EM	7 October
	DoE window to clear the revised IR	DoE	7-14 October
<b>FINAL IR</b>	<b>DoE clearance to circulate the final IR to WFP stakeholders for info only and post a copy on intranet.</b>	<b>DOE</b>	<b>16 October</b>
<b>Phase 3 - Evaluation Phase, including remote data collection</b>		<b>Oct- 2020 Feb 2021</b>	
	Remote data collection & desk review. Remote visits & internal briefings with CO and RB submitting a PPT presentation after each visit	ET	October 2020 – 12 Feb 2021
	Other data collection activities incl. for comparator agencies' studies	ET	Sep 20/Feb 21
	Overall debriefing with HQ, RB and COs staff (ppt)	EM+TL	19 Feb
<b>Phase 4 - Reporting</b>		<b>March-July 2021</b>	
<b>ER D0</b>	<b>Submit draft evaluation report (ER) to OEV</b>	TL	18 March
	EM review of Draft 0	EM+RA	19-23 March
	ET revision	ET	24-26 March
	Submission to QA2 for review – followed by any required adjustments by the ET	QA2+ ET	29 Mar – 9 Apr <i>(considering Easter)</i>
<b>ER D1</b>	Submission of ER (D1) to DoE for review / DoE comment window	DOE	12-16 April
	Eval Team revisions to reflect DoE's comment	TL	19-26 April
	EM and QA2 checks whether all comments have been adequately addressed	EM and QA2	26-28 April
	<i>DoE unavailable due to inter-agency commitments 19-30 April</i>		
	DoE window to clear the draft ER for stakeholders' comments	DoE	4-11 May
<b>ER D2</b>	DoE clearance for circulation of ER (D2) to IRG and EAG <i>[standard 2-week comment window]</i>	DoE	11 May
	<b>Remote stakeholders' feedback workshop with IRG participation</b>	EM + TL	<b>18-19 May</b>
	<b>Deadline to receive stakeholders' comments</b>	EM	<b>28 May</b>
	OEV consolidate all comments (in a matrix) and share them with TL	EM+RA	31 May
<b>ER D3</b>	<b>Submit revised draft ER (D3)</b>	TL	<b>4 June</b>
<b>Draft SER</b>	<b>Submit draft SER</b>	TL	<b>9 June</b>
	EM review of D3	EM+RA	9 June
	ET adjustments to D3 to reflect EM comment	ET	14 June
	Submission to QA2 for final revision to D3 followed by ET adjustments as required	QA2 and TL	15-21 June
	EM review of draft SER	EM	14 June
	ET adjustments to draft SER to reflect EM comments	ET	17 June
	EM +QA2 last check before submitting to DoE	EM + QA2	22 June
	Submission to QA2 for comment to draft SER followed by ET revisions as needed	QA2 +ET	17-24 June
	EM+QA2 last check on ER before submitting to DoE	EM + QA2	25 June
<b>Final draft ER</b>	Submission to DoE for <b>final clearance</b>	DoE	25 June
	Final adjustments on ER by ET if/ as required	ET	6 July

	Key actions	By whom	Key dates
<b>FINAL ER</b>	Seek final approval by DoE. Clarify last points with the team if needed	DoE +EM+ET	9 July
	Submission to DoE for comment on the <b>draft SER</b>	DoE	25 June -2 July
	ET revisions on draft SER to reflect DoE comments	ET	6 July

# Annex V Evaluation Methodology

1. This section draws on Section 3, “Evaluation Methodology”, of the final inception report for this evaluation, as approved by the Office of Evaluation in October 2020 and provides additional information including on changes made to the methodology as described in the inception report.

## EVALUATION FEATURES AND OVERALL APPROACH

2. The evaluation was summative in nature and focused on assessing the relevance of the SSTC Policy within its evolving internal and external contexts, and on assessing its results and the factors that influenced them. It was conducted between March 2020 and February 2021 by an independent team of four international evaluators, one of whom was also an SSTC expert, and two analysts. In addition, data collection during the remote field mission for Egypt was supported by an Arabic speaking consultant. The Office of Evaluation prepared the terms of reference in consultation with key stakeholders, oversaw the evaluation’s design and quality assured its implementation and products.

3. The evaluation used an adaptation of the outcome harvesting approach to test the validity of the constructed overarching theory of change (ToC) for the WFP SSTC work. Unlike many other evaluation approaches, outcome harvesting does not measure progress towards predetermined results/outcomes, but rather collects (“harvests”) evidence of what has changed and, then, working backwards, determines whether and how an intervention (or series of interventions) contributed to these changes.<sup>6</sup> The approach caters to the fact that the SSTC Policy itself does not formulate specific outcomes and related indicators, and to the diversity of programmatic focuses and geographic contexts in which WFP has been supporting SSTC.

4. The guiding frameworks for the evaluation were the evaluation matrix and the constructed theory of change for WFP SSTC work and an accompanying typology of South-South cooperation results and key actors. The latter two reflected the evaluation team’s understanding of key types of results that (may) have been achieved through WFP-supported SSTC work, and of the main ways in which WFP has contributed to these results, at the inception phase of this evaluation. Both the theory of change and the typology informed the evaluation questions, subquestions and indicators in the evaluation matrix to ensure that the evaluation gathered detailed evidence to verify, nuance, or add to this initial set of outcome descriptions.<sup>7</sup> The evaluation focused on activities/outputs for policy implementation and on resulting changes in partners’ capacity (capability, opportunity, motivation). Also, where feasible, it captured evidence of subsequent changes in actors’ behaviours (for example, practice changes), albeit through the lens that WFP cannot directly influence this level of change. The evaluation did not strive to systematically verify assumed links between behaviour change outcomes and long-term changes at the impact level related to countries’ progress towards zero hunger. However, when such evidence emerged during data collection, it was reflected in this evaluation report.

5. The evaluation was guided by principles of gender equality and equity. As per the Evaluation Quality Assurance System (EQAS) Technical Note on Gender and the United Nations Evaluation Group (UNEG) guidelines, the evaluation team was committed to undertaking a gender-responsive evaluation that was appropriate to the subject of the evaluation. This perspective is in line with the WFP Gender Policy (2015-2020) and the 2018 Gender Action Plan. While the SSTC Policy itself does not explicitly address gender equality dimensions, the evaluation team identified several subquestions and indicators in the evaluation matrix that explore the extent to which WFP-supported SSTC initiatives facilitated, hindered or were neutral in relation to promoting and supporting gender equality. Overarching questions reflected by these indicators and that guided the evaluation team’s approach to reviewing WFP-supported South-South cooperation initiatives at country level included: who was intended to benefit from the initiative, who benefitted; whose expertise was sought/shared as part of the exchange; and were there alternative sources of knowledge and experience that could have been tapped, but were not.

---

<sup>6</sup> For an introduction to outcome harvesting information, see, for example: [https://www.betterevaluation.org/en/plan/approach/outcome\\_harvesting](https://www.betterevaluation.org/en/plan/approach/outcome_harvesting)

<sup>7</sup> “Outcome descriptions” is the term used in the context of outcome harvesting.

6. In alignment with the EQAS Technical Note on Gender, the evaluation team ensured that the stakeholders consulted during the evaluation represented diverse perspectives based on gender, ethnicity, geographic locations, and roles or organizational affiliations. Adhering to the principles of gender and human rights responsive evaluations, the team sought to respectfully, systematically, and constructively engage with the various stakeholders to ensure that conclusions and recommendations formulated following data collection were useful and reflected the broad range of perspectives of WFP stakeholders.

7. Evaluation team members conducted data collection in ways that were informed by an overall do-no-harm orientation and were appropriate in light of, and sensitive to, the geographic and cultural backgrounds and gender of different respondents. During all evaluation data collection activities, evaluation team members stated to all participants that their individual responses were confidential. To the extent possible, the evaluation team consulted stakeholders in a modality most accessible and comfortable for them (for example, for remote consultations, choice of video call, phone conversation or email consultation). During evaluation data analysis and reporting stage, information on participants involved in SSTC activities was recorded in a disaggregated manner (for example, by gender and other drivers of diversity as relevant) to derive any relevant gendered insights on SSTC activities and results facilitated by WFP. The evaluation team was gender-balanced and culturally and linguistically diverse.

8. Following the ToR, the evaluation applied the following the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) evaluation criteria:

- The relevance criterion was used in relation to Evaluation Question 1 to assess the extent to which the objectives of the SSTC Policy were, and have remained consistent with, the organizational needs and priorities of WFP and aligned with WFP partners' needs and priorities.
- The effectiveness criterion was applied in relation to Evaluation Questions 2 and 3, which address the results of the SSTC Policy, and factors that have contributed to results achievement.
- The criterion of coherence was used in relation to Evaluation Questions 1 and 3 in relation to exploring whether and how the policy and WFP support for South-South cooperation were aligned and created synergies with other WFP work and corresponded to WFP internal norms, values, and standards (internal coherence), how WFP SSTC work was aligned with, complemented or duplicated that of other actors in the same context (external coherence), and whether and how this influenced results achievement.
- The criterion of sustainability was considered when assessing the results of the Policy in relation to its ability to affect lasting change within the targeted countries, institutions or among targeted actors, and within WFP and/or its United Nations partners.

## **CHANGES TO THE METHODOLOGY COMPARED TO THE TERMS OF REFERENCE**

9. The evaluation timeline and approach had to be modified to reflect the changed context caused by the global COVID-19 pandemic. While the terms of reference had envisaged for the final evaluation report to be presented at the June 2021 Executive Board meeting, the Office of Evaluation moved the presentation to the November 2021 Executive Board meeting. The inception phase was extended to September 2020 and incorporated a dedicated COVID-19-related adjustment and planning phase (March-April 2020) that culminated in a COVID-19 planning note for the evaluation developed jointly by the evaluation team and the Office of Evaluation.

10. The Office of Evaluation and the evaluation team agreed on the following methodological changes compared to the terms of reference: (i) changes in the selection of countries for field missions and desk reviews based on country availability and refining the purpose of the missions/desk reviews; (ii) addressing the role played by the Centres of Excellence through a cross-cutting lens rather than as separate field missions; (iii) expanding the originally envisaged country desk reviews to become desk reviews "plus" that included stakeholder consultations; and (iv) using remote approaches for all data collection methods in the context of the travel restrictions due to COVID-19. Stakeholder interviews were therefore conducted in the form of individual and, in some cases, pair or small group e-interviews using web-based platforms such as Microsoft Teams and Zoom. To the extent that information was available,

COVID-19-related initiatives and effects of the pandemic on WFP support to SSTC were mentioned in the evaluation report.

## MAIN EVALUATION QUESTIONS AND SUBQUESTIONS

The evaluation team drew on the theory of change and on its understanding of issues from the inception phase to develop a full evaluation matrix. The main evaluation questions and subquestions are shown in Table 1 below. The full matrix (Annex VI) elaborates subquestions, indicators, data sources and methods of data collection.

**Table 1 Evaluation questions and subquestions**

Main Evaluation Questions	Evaluation subquestions
1. How good is the Policy?	<p>1.1. Do the policy and subsequent guidance provide clear conceptual and strategic guidance on WFP's vision on SSTC?</p> <p>1.2. To what extent has the SSTC Policy and subsequent guidance (i) provided a clear accountability framework, (ii) proved to be feasible and actionable, and (iii) highlighted gender, disability and broader equity considerations?</p> <p>1.3. To what extent has the SSTC Policy been aligned with: (i) relevant international frameworks for SSTC in humanitarian/development/and nexus-related contexts; (ii) inter-governmental frameworks as outlined, e.g., in the Agenda 2030, BAPA+40; (iii) global good practice and evidence on SSTC; (iv) WFP internal transitions and priorities e.g. as outlined in other WFP policies/strategies; and (v) WFP current corporate emergency response related to COVID-19?</p> <p>1.4. How does the policy compare with equivalent SSTC-related documents of relevant comparator organizations (FAO, IFAD and UNICEF)?</p>
2. What were the results of the Policy?	<p>2.1. What have been the results of the policy in relation to expanding and systematizing WFP's engagement in and support to South-South cooperation?</p> <p>2.2. What have been the results of the policy in relation to strengthening country capacity at policy, technical and grassroots levels and influencing related behaviour changes especially in the thematic areas of: (i) social protection and safety nets including school feeding; (ii) smallholder support and market access; (iii) nutrition; and (iv) emergency preparedness and response?</p> <p>2.3. To what extent have WFP-brokered SSC actions contributed to improving the availability of sex- and age-disaggregated data and gender analysis, as well as to gender equality and accountability to affected populations?</p> <p>2.4. What (if any) have been unplanned (positive and negative) consequences of implementing the SSTC Policy?</p>
3. Why has the Policy produced the results that have been observed?	<p>3.1. To what extent and how have implementation of the SSTC Policy and results achieved been influenced by internal factors within WFP, including (i) the extent to which WFP's approach and actions to implement the policy were informed by the principles included in the SSTC Policy; and (ii) the extent to which WFP created an enabling internal environment for SSTC work?</p> <p>3.2. To what extent and how have implementation of the SSTC policy and results achieved been influenced by external factors, including (i) partner countries' stage of development, capacity levels and exposure to risk; (ii) changes within the UN system and/or at global and regional levels?</p>

Source: Evaluation team.

## DATA COLLECTION METHODS

11. **The evaluation used the following methods of data collection:** (a) Document and literature review; (b) remote field missions to seven country offices (including remote missions to two country offices conducted as part of the inception phase); (c) desk reviews "plus" to five country offices; (d) key informant interviews with global and regional stakeholders inside and outside of WFP; and (e)

comparative analysis of other organizations. The methodology for each of these data collection methods is described below.

12. **Country selection/sampling:** Countries for remote field missions and desk reviews “plus” were chosen with the intention to ensure coverage of the four most common SSTC programming areas in WFP, a spread of different country office sizes and geographic regions, covering both SSTC provider and recipient countries, a mix of SSTC initiatives with and without Centre of Excellence involvement, and no duplication with other ongoing evaluations. The table below illustrates how the different selection criteria apply to the selected countries. An additional criterion that gained relevance in the context of the COVID-19 pandemic was whether country offices were able and willing to engage in the evaluation process over the following months.

Country	Income classification <sup>8</sup>	RB	Staff	Needs-based plan (NBP) <sup>9</sup>	SSTC provider, recipient, or both?	Social protection and safety nets incl. school feeding <sup>10</sup>	Small-holder support and market access	Emergency preparedness and response	Nutrition
<b>Inception Missions</b>									
Republic of Congo	LM	RBJ	73	97,921,641	Recipient		X		
Sri Lanka	LM	RBB	60	46,570,400	Both	X	X	X	X
<b>Full remotely conducted field missions (up to 15 interviews per country, covering several thematic areas if applicable &amp; comparator organizations)</b>									
Ecuador	UM	RBP	48	110,687,202	Recipient		X		
Egypt	LM	RBC	278	586,444,281	Both	X			X
Burundi	L	RBN	168	195,823,148	Recipient	X	X		
India	LM	RBB	88	20,024,321	Provider		X		X
Benin	LM <sup>11</sup>	RBD	93	137,655,458	Both	X	X		
<b>Desk-based “plus” country reviews (less than 5 interviews per country, focus on one thematic area only)</b>									
Bangladesh	LM	RBB	515	969,120,577	Both	X			X
Zimbabwe	LM	RBJ	236	646,700,952	Both		X	X	
Kenya	LM	RBN	536	998,973,969	Both	X	X	X	
Malawi	L	RBJ	222	621,084,843	Provider		X	X	X
Dominican Republic	UM	RBP	NA59	28,036,365 <sup>12</sup>	Provider		X	X	

### Document and literature review

13. A preliminary review of relevant documents and literature was conducted as part of the inception phase. Additional documents were then systematically analysed to address the questions and

<sup>8</sup> L= Low, LM = Lower Middle, UM = Upper Middle, H = High

<sup>9</sup> At the time of inception.

<sup>10</sup> This table indicates which of the four thematic focus areas had been – according to documents and databases reviewed at the time of inception – addressed in the selected countries.

<sup>11</sup> At the time of initial country selection, Benin had still been categorized as a low-income country. As per World Bank data, its rating was changed to “lower middle-income” in July 2020. The same applies to Zimbabwe.

<sup>12</sup> WFP, CSP resource situation as of 27/10/2020.

subquestions in the evaluation matrix. The document and literature reviews complemented the detailed work conducted during the field missions. They enabled a contextualization of the SSTC Policy, an assessment of its quality, and an identification of results deriving from its implementation.

The main types of documents and literature covered included:

- Documents relevant to the genesis of the SSTC Policy – for example, relevant board meeting minutes, the SSTC Policy, WFP strategic plans in place during the period under review (2014-2017, 2017-2021), including their strategic and management results frameworks (2014-2017)/corporate results framework (2017-2021), WFP annual progress reports and performance reviews, 2020 Thematic Review on SSTC, take-aways from the 2019 Global Meeting on SSTC
- WFP SSTC-related guiding and information and communication materials generated since 2015 (for example, South-South cooperation quarterly newsletters, operational guidelines for SSTC)
- WFP SSTC-related document and materials that help reconstructing how SSTC engagement are conceived and constructed (for example, through South-South reviews)
- WFP documents on SSTC funding
- Other relevant WFP policies and strategies (for example, Gender Policy, Policy on Country Strategic Plans (CSPs), Nutrition Policy, School Feeding Policy, School Feeding Strategy (2020-2030), Capacity Development, and others)
- Country-specific documents related to the ten countries included in remotely conducted field missions and desk-based reviews “plus”, including country strategic plans, annual and project performance reports, country office and Centre of Excellence websites, memos, project proposals, etc.
- Documents related to the establishment, activities and results achieved of the three currently existing Centres of Excellence (for example, press briefings, concept notes, progress reports, and evaluations – such as for the Centre of Excellence in Brazil)
- United Nations-wide reports and documents on SSTC to which WFP contributed, and reports and other documents on SSTC jointly produced by the Rome-based agencies
- Selected previous centralized and decentralized evaluations conducted during the period 2015-2020, including (draft) deliverables emerging from other ongoing WFP evaluations such as the Strategic Evaluation of School Feeding and the China Country Strategic Plan Evaluation
- Relevant documents on SSTC strategies and practices of the three comparator organizations
- Selected literature on key elements of SSTC.

14. The review process was guided by a document review framework based on the questions and indicators in the evaluation matrix.

### **Remote field missions to seven countries**

15. Due to the COVID-19 pandemic, the evaluation team was unable to conduct in-country field missions. As such, the evaluation took an approach that conducted all country-based data collection remotely. The approach taken was informed by insights gained during the remote inception missions to the Republic of Congo and Sri Lanka. During data collection, the evaluation team carried additional remote missions to five country offices (Benin, Burundi, Ecuador, Egypt, and India).

16. All remote field missions were organized and undertaken according to the following steps:

- The evaluation team liaised with the country office to obtain relevant documents and data on WFP support to SSTC in the office. This included review of country strategic plans, country programme and other evaluations, annual performance and progress reports, and documents related to specific SSTC interventions or projects.
- With the Office of Evaluation and in consultation with the country office, the evaluation team developed an agreed upon a list of WFP and external stakeholders to be consulted and decided on a tentative timeframe within which interviews with these should take place. Each remote country

mission took the equivalent of up to ten working days, which were spread out over a period of approximately five to six weeks per country.

- Consultations started with an e-interview between the evaluation team member leading the remotely conducted field mission and either the country office Director/Deputy Director or, where this position exists, the dedicated SSTC focal point to obtain a briefing on the evolution of SSTC work in the office and on key SSTC-related contextual issues. The call was also used to discuss logistical questions around the remotely conducted field mission.
- The evaluation team then conducted a series of individual (or, if requested by stakeholders, small group) interviews via e-platform or telephone. Besides country office senior leadership these interviews included programme officers involved in SSTC-related work in one or more of the four thematic priority areas, key government and non-government stakeholders/partners or beneficiaries involved in the SSTC initiatives, country-based representatives of the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Children's Fund (UNICEF) and, where possible, the United Nations Resident Coordinator or another member of the United Nations Country Team (UNCT). Interview protocols for different stakeholder groups were tested during and refined based on insights gained during the two inception missions.
- At the end of each remotely conducted field mission, the senior evaluation consultant leading the visit offered an exit debrief to the Country Director or Deputy Director and/or to other staff members assigned by the Country Director. All visited country offices, except for Benin and Burundi, were able to participate in such a debrief. The debrief sessions were structured around a slide deck including speaking notes to capture key emerging findings. Feedback from WFP stakeholders on the debrief – an important element of the evaluation's outcome harvesting approach - fed into the country-related information in the evaluation report.

17. Each remotely conducted field mission was conducted by two evaluation team members including one senior consultant and one evaluation analyst. Each remote mission consulted between two and six stakeholders through e-interviews or email consultations. In case of the Egypt remote mission, the evaluation team drew upon the services of an Arabic speaking consultant to lead some interviews with national partners. During the remotely conducted field missions, the evaluation team collected data on the experience of WFP in implementing the SSTC Policy. Key focuses of data collection were exploring how each country office's approach to supporting SSTC has evolved since 2015, what constituted key achievements, and what factors supported or hindered results achievement.

### **Desk reviews “plus” of five countries**

18. Desk reviews “plus” were conceived as in-between a full desk-based review and a remotely conducted field mission. They entailed significantly lower expectations for country-based stakeholder consultations, and as such, required less support from the respective country office for identifying and facilitating contact with internal and external stakeholders. The evaluation team conducted five such desk reviews “plus”, for Bangladesh, Kenya, Malawi, the Dominican Republic and Zimbabwe. These countries were selected based on the same criteria as described for countries selected for the remotely conducted field missions (see above).

19. The desk reviews “plus” were based on an initial review of relevant documents pertaining to the engagement in/support for SSTC in the country. This was complemented by one to three remotely conducted stakeholder interviews. The specific stakeholders interviewed varied by country but usually included:

- 1) An overview interview with the Country Director/Deputy Country Director or SSTC focal point (if applicable)
- 2) One interview with a WFP officer involved in one specific programmatic area where the country office has supported SSTC. In each country, one of the four case study thematic areas would be explored in more depth. The decision on which area to select would be taken in consultation with each country office and would be driven by considering the amount and quality of

available data, and the extent to which different thematic areas provided rich opportunities for learning about successes and/or challenges faced

- 3) One interview with a national stakeholder (government or non-government) who has been involved in SSTC initiative(s) in that same programmatic area and could comment on it from either the provider or beneficiary side.

20. Information generated through the desk reviews “plus” fed into the thematic case studies and the overall evaluation findings and recommendations.

### **Global/headquarters and regional level interviews**

21. E-platform or telephone interviews were conducted with stakeholders from the following groups:

- 1) Headquarters-based WFP senior managers and programme officers
- 2) Global SSTC experts, for example,, representatives of the United Nations Office for South-South Cooperation (UNOSSC) and representatives from academia such as the Network of Southern Think Tanks (NeST)
- 3) Regional SSTC actors/experts, for example, representatives of selected regional organizations engaged in or advocating for South-South collaboration, such as the African Union (AU)
- 4) Headquarters-based representatives of the three comparator organizations (see below).

### **Review of comparator organizations**

22. The evaluation team conducted an analysis of three comparator organizations: FAO, IFAD and UNICEF. This allowed situating the understanding and analysis of the WFP SSTC Policy and its implementation activities in a wider context and contributed to learning based on an analysis of the approaches taken by other actors. In some cases, insights derived from the comparison were used as benchmarks to assess the relevance or magnitude of results achieved under the SSTC Policy. The review covered each of the comparator organizations’ policy architecture and infrastructure for SSTC, explored how each agency carries out its brokerage/facilitation role for SSTC and how each framed its comparative advantage in this regard, and what key internal and external factors positively or negatively influenced their work around SSTC.

23. To this end, the evaluation team reviewed relevant publicly available corporate documents of the three organizations (policies, strategies, action plans, strategic plans, guidance notes, etc.) that illustrate the organization's understanding of and priority assigned to supporting South-South cooperation and in relation to results achieved over the past five years. The study focused on the corporate/institutional level but also explored aspects of operational practice. The document review was complemented by telephone, e-call and email consultations with one or two headquarters-based representatives from each of the organizations (SSTC focal points, or other senior staff/managers knowledgeable of the organization's SSTC work). Also, as noted above, the evaluation team conducted consultations with field-based representatives of the comparator organizations as part of the remotely conducted field missions.

24. The comparator organizations were selected based on the following characteristics:

- FAO, as a fellow Rome-based agency, engaged in thematic SSTC areas that are similar to the portfolio of WFP and with a quite advanced approach to financing SSTC
- IFAD, as another Rome-based agency that has already undergone an evaluation of its SSTC work, on which basis it has implemented several changes in areas closely related to this evaluation’s questions
- UNICEF, as an agency that shares the dual mandate of WFP of working at the humanitarian-development and nexus-related contexts, while including SSTC as part of its corporate change strategy.

### **Outreach to, and synergies with, other evaluations**

25. The evaluation team, in collaboration with the Office of Evaluation, reached out to the team involved in carrying out the evaluation of the China Centre of Excellence in the following ways:

- Sharing the SSTC theory of change and the final evaluation inception report with the team leaders of the China Centre of Excellence and Zimbabwe country strategic plan evaluations
- Preparing a brief set of SSTC-related questions that were integrated alongside other questions raised by the China Centre of Excellence evaluation
- The evaluation team responding both via email or through e-calls, to any questions that were asked by the team conducting the evaluation of the China Centre of Excellence
- Conducting a formal e-call with the China Centre of Excellence evaluators to inform their findings during the development of their draft report.

26. The country-level data and thematic case studies compiled for this evaluation may, in addition, be useful and can inform ongoing country strategic plan evaluations, such as in Ecuador and Peru.

### Data analysis, checking/cleaning and reporting

27. To maximize the quality of data and mitigate the risks and constraints inherent in each individual data collection tool, the evaluation team used several processes to check and clean the data. These included: (i) during remotely conducted field missions, the senior evaluator leading stakeholder interviews reviewed written interview notes immediately after the conversation to identify areas requiring clarification or follow up; (ii) document/desk study data excerpted as much as possible directly from the sources to ensure accuracy; (iii) data aggregation guided by clear questions and criteria, and which was quality controlled by senior team members.

28. The whole evaluation team gathered at regular intervals for analysis meetings (via video-conference and/or email) to discuss and cross-reference the results of each line of inquiry, identify patterns and outliers, and draft emerging summary findings in response to the evaluation questions and subquestions.

29. To analyse data, the evaluation team employed primarily qualitative (descriptive, content, comparative) and (to a limited extent) quantitative techniques.

30. Qualitative analysis included the following approaches:

- Descriptive analysis was used as a first step, to understand the contexts in which WFP and its staff and managers work and operate, before moving on to more interpretative approaches.
- Systematic content analysis was used across the different lines of inquiry documents and interview data to analyse and identify common trends, themes (in particular the four areas addressed through thematic case studies), and patterns in relation to the evaluation questions. Content analysis was also used to flag diverging views or evidence on certain issues. Emerging issues and trends deriving from this analysis constituted the raw material for crafting preliminary observations that were then refined to feed into the draft evaluation report. To support this process, the evaluation team used the data analysis software Dedoose (see below).
- Comparative analysis was used to position the SSTC Policy and the WFP approach to facilitating South-South cooperation in relation to global good practice and the practices of relevant other organizations.

The evaluation team used the software Dedoose to generate some quantitative information on patterns deriving from stakeholder interviews. Also, some quantitative analysis was conducted to determine the (approximate) distribution of WFP-supported SSTC initiatives across thematic focus areas. Overall, however, given the scarcity of quantitative data, such as in relation to WFP resource allocations for SSTC, quantitative analysis did not play a significant role in the evaluation.

31. Triangulation: to ensure the reliability of information and to increase the quality, integrity and credibility of the evaluation findings and conclusions, the evaluation team attempted – to the greatest extent possible – to base individual findings on several lines of inquiry and data sources. This process was facilitated by the triangulation and evidence matrix (Annex XIII). The evaluation report explicitly indicates cases where triangulation has not been possible due to data limitations.

32. At the end of the data collection phase, the evaluation team shared an overview of emerging preliminary findings with the Office of Evaluation and evaluation stakeholders through a remotely conducted discussion (8 March 2021). Draft findings, conclusions and emerging themes for recommendations were presented in a participatory remote workshop attended by key WFP stakeholders (May 2021). During the workshop, participants were asked to discuss the findings and engage in group discussions around potential recommendations to ensure utility. This workshop constituted one of three approaches to ensuring stakeholder participation as part of the evaluation's outcome harvesting approach. The other two were the debriefs with country office directors at the end of remote field missions and discussing the draft thematic case studies with relevant units at WFP headquarters during the process of sharing the draft evaluation report with WFP stakeholders (see below).

#### **Four thematic case studies**

33. As per the evaluation terms of reference, the evaluation team compiled four thematic case studies to explore and summarize key insights on WFP SSTC-related work in the areas of: (i) social protection and safety nets including school feeding; (ii) smallholder support and market access (SAMS); (iii) nutrition; and (iv) emergency preparedness and response (EPR). The main purpose of the thematic case studies was to help answer the evaluation questions as outlined in the evaluation matrix in a nuanced way, including by identifying similarities and differences observed between the four thematic areas.

34. The case studies drew upon information deriving from document and literature review, remotely conducted field missions/desk-based reviews and global level stakeholder consultations. As such, the case studies constituted a cross-cutting lens for data analysis rather than a separate data collection method. This is also reflected in the evaluation matrix (Subquestion 2.2), which structured the analysis of results of policy implementation along the lines of the four thematic areas.

35. Each case study identified key milestones in the evolution of SSTC-related work in the respective area, outlined key (types of) achievements emerging from remote field missions, desk reviews plus and (corporate) documents; and identified key factors that supported or hindered progress. Reflecting the participatory nature of the evaluation's outcome harvesting approach, a draft version of each case study has been shared with the respective WFP division/unit at headquarters for their review at the same time as the draft evaluation report.

## **QUALITY ASSURANCE**

36. The robust internal quality assurance system that was presented and agreed to in the long-term agreement (LTA) between Universalis and WFP applied to this assignment. It specified that the evaluation team leader carries overall responsibility for quality assurance, ensuring rigorous data collection, analysis and synthesis that is based on triangulation and verification of data.

37. While internal measures are essential to assure quality, an external review is also necessary to provide outside expert quality assurance. This function was added to those set out in the long-term agreement. Ms Katrina Rojas assumed the function of an external quality assurance reviewer. She did not contribute to data collection, analysis or report writing, but focused exclusively on independent quality assurance of key evaluation deliverables and directly advised and reported to the evaluation team leader.

38. The evaluation team systematically applied the EQAS quality criteria, templates, and checklists. No evaluation team member had any potential conflict of interest with the evaluation object or WFP.

## LIMITATIONS AND MITIGATION STRATEGIES

The table below lists the main limitations experienced by the evaluation and, where applicable, mitigation strategies applied to limit their effects on data collection or analysis.

Limitation and implications	Mitigation strategy
<p>The ongoing COVID-19 pandemic posed several challenges to the evaluation:</p> <ul style="list-style-type: none"> <li>It prevented the conduct of originally envisaged in-person field missions. This posed the risk of excluding some stakeholders from being consulted e.g., due to lack of access to e-platforms</li> <li>Due to the pandemic, some stakeholders were preoccupied with other urgent tasks. and in three desk review “plus” countries,<sup>13</sup> the team was therefore unable to interview a host government partner</li> <li>Scheduling remote interviews across various time zones required a considerable amount of administrative effort, which had implications for the evaluation budget</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder consultations were conducted remotely</li> <li>Interviews were conducted using a variety of e-platforms as well as telephone based on interviewee preferences and depending on what solutions were accessible to them</li> <li>The evaluation team, with support from the Office of Evaluation and country offices, contacted stakeholders as early as possible to inform them of the evaluation</li> <li>Remote country missions and desk reviews “plus” were spread out over several weeks to maximize the likelihood of stakeholders being available</li> <li>If contacted stakeholders did not respond to initial requests, the evaluation team and/or the Office of Evaluation followed up with them up to three times to schedule a consultation</li> <li>Resources originally allocated for travel were moved to cover the increased level of effort deriving from the remote nature of the field missions and other data collection. Also, the initially planned distribution of level of effort across team members was adjusted to accommodate the increase in administrative tasks related to conducting interviews remotely</li> </ul>
<p>Limited availability of data on SSTC contributions to results due to:</p> <ul style="list-style-type: none"> <li>The nature of SSTC as a cross-cutting modality of work made it difficult to isolate SSTC-related contributions from those achieved through other modalities, especially country capacity strengthening</li> <li>The fact that WFP reporting on SSTC tends to be activity-focused</li> </ul>	<ul style="list-style-type: none"> <li>To answer Evaluation Questions 2, “What were the results of the Policy?” and 3, “Why has the Policy produced the results that have been observed?”, the evaluation team strongly relied on data collected in the context of the 12 remote missions and desk reviews “plus”. This was complemented through information deriving from the thematic mini case studies, and the comparator review</li> <li>Stakeholder consultations were conducted with a range of stakeholders within and outside of WFP to triangulate perspectives</li> <li>The evaluation team used the constructed ToC as the starting point for capturing information on key types of envisaged changes and complemented this with vignettes and thematic case studies that explored the likely role played by the SSTC Policy and related guiding tools</li> </ul>
<p>Limited data on gender and other equity or inclusion related issues in the context of WFP-supported SSTC work</p>	<ul style="list-style-type: none"> <li>This was partly mitigated by drawing upon primary data collected in the 12 focus countries</li> </ul>
<p>Fragmented and overall limited data on financial resources allocated and/or expended on SSTC work at corporate, regional and country levels</p>	<ul style="list-style-type: none"> <li>There was no suitable mitigation strategy available. The evaluation report clearly indicates where available data prevented making an informed assessment</li> </ul>

<sup>13</sup> Kenya, Malawi and Zimbabwe.

Limitation and implications	Mitigation strategy
<p>No Executive Board member was available for consultations. While the evaluation team and the Office of Evaluation reached out to Executive Board members, it was not possible to schedule interviews or email consultations. This prevented the evaluation from reflecting board member views and expectations regarding the support of WFP to SSTC</p>	<ul style="list-style-type: none"> <li>• There was no suitable mitigation strategy available</li> <li>• The evaluation was able to collect some information from host country governments (which are represented on the WFP Executive Board) in the context of the remote field missions and desk reviews “plus”. Related interviews focused on the respective country contexts, however, and did not explore the support of WFP to SSTC from a board perspective</li> </ul>

# Annex VI Evaluation Matrix

Subquestions	Indicators of progress	Main sources of data	Data collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability <sup>14</sup>
<b>1. Evaluation question 1: How good is the Policy?<sup>15</sup></b>					
1.1 Do the Policy and subsequent guidance provide clear conceptual and strategic guidance on the WFP vision for SSTC?	<ul style="list-style-type: none"> <li>Existence of a context analysis to ensure timeliness and wider relevance*</li> <li>Extent to which the Policy appropriately defines its scope and priorities<sup>16*</sup></li> <li>Extent to which the Policy develops a vision and a theory of change*</li> <li>Extent to which policy development included internal consultations*</li> <li>Stakeholder perceptions on clarity, comprehensiveness, coherence and overall relevance of the Policy at the time of its development</li> </ul>	<p>Documents:</p> <ul style="list-style-type: none"> <li>SSTC Policy (2015)</li> <li>SSTC guidance products/resources since 2015</li> <li>Documents/memos and EB meetings notes related to the process of policy approval and related consultations</li> <li>10 lessons for policy quality in WFP/Synthesis of policy evaluations in WFP</li> </ul> <p>People:</p> <ul style="list-style-type: none"> <li>WFP managers/staff at HQ, RBs, COs and CoEs (primarily senior managers at HQ, SSTC focal points at RBs and COs, programme officers at all levels involved in SSTC in specific thematic areas, and CoE directors/senior staff); EB members</li> </ul>	<p>Document review</p> <p>Individual and (small) group interviews</p>	<p>Triangulation: Comparison among interviews and documents</p>	Strong

<sup>14</sup> As anticipated during inception. Please see the triangulation and evidence matrix in Annex XIII for an updated assessment.

<sup>15</sup> Indicators for subquestions 1.1, 1.2 and 1.3 were informed by the compilation of “Ten lessons for Policy Quality in WFP” (WFP 2018), by the Synthesis of Evidence and Lessons from Policy Evaluations (2011-2019) - available at: <https://www.wfp.org/publications/synthesis-evidence-and-lessons-wfps-policy-evaluations-2011-2019>, as well as by the evaluation ToR. Indicators marked with a “\*” reflect one of the ten lessons each.

<sup>16</sup> According to the Top 10 Lessons for Policy Quality in WFP, a policy should be broad enough to allow the organization to respond appropriately to needs in varying contexts. It should identify areas where the organization has a comparative advantage and a proven track record to prioritize when needed. The policy should also define, as realistically as possible, the scope of the organization’s responsibility for specific outcomes. (p. 3)

Subquestions	Indicators of progress	Main sources of data	Data collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability <sup>14</sup>
<p>1.2 To what extent has the SSTC Policy evaluation PE and subsequent guidance: (i) provided a clear accountability framework; (ii) proved to be feasible and actionable; and (iii) highlighted gender, disability and broader equity considerations?</p>	<ul style="list-style-type: none"> <li>• Extent to which the Policy provides guidance on timelines, institutional arrangements, and accountabilities for its implementation*</li> <li>• Extent to which the Policy identifies financial and human resources required for its implementation*</li> <li>• Existence/quality of a monitoring and reporting frameworks and systems for the Policy*</li> <li>• Existence/quality of (an) implementation plan(s) and/or of guidance for different parts of the organization</li> <li>• Extent to which the Policy and subsequent guidance tools highlight gender, disability and broader equity considerations</li> <li>• Perceptions regarding clarity of the Policy's accountability expectations, and degree to which it was feasible and actionable</li> </ul>	<p>Documents:</p> <ul style="list-style-type: none"> <li>• SSTC Policy (2015)</li> <li>• Guidance materials for policy implementation</li> </ul> <p>People:</p> <ul style="list-style-type: none"> <li>• WFP managers/staff at HQ, RBs, COs and CoEs; EB members</li> </ul>	<p>Document review</p> <p>Individual and (small) group interviews</p>	<p>Triangulation: Comparison among interviews and documents</p>	<p>Strong</p>
<p>1.3 To what extent has the SSTC Policy been aligned with:</p> <p>(i) Relevant international frameworks for SSTC in humanitarian/development and nexus-related contexts</p> <p>(ii) Inter-governmental frameworks as outlined, e.g., in the 2030 Agenda, BAPA+40?</p> <p>(iii) Global good practice and evidence on SSTC</p> <p>(iv) WFP internal transitions and priorities e.g., as</p>	<ul style="list-style-type: none"> <li>• Extent to which the Policy is based on reliable evidence*</li> <li>• Types of new/innovative ideas introduced in/through the Policy</li> </ul> <p>Degree of the Policy's <u>external coherence*</u> in relation to:</p> <ul style="list-style-type: none"> <li>• UN reform and repositioning in the light of the 2030 Agenda</li> <li>• Updated global policy (BAPA+40) and operational guidance (UN framework, SG reports, ECOSOC-DCF reports) on SSTC</li> </ul>	<p>Documents:</p> <ul style="list-style-type: none"> <li>• WFP SSTC Policy (2015)</li> <li>• WFP Strategic Plan (2014-2017)</li> <li>• WFP Integrated Roadmap elements (Strategic Plan (2017-2021), Policy on Country SPs, Financial Framework Review, Corporate Results Framework)</li> <li>• WFP Annual performance reports</li> <li>• WFP Gender Policy (2015-2020)</li> <li>• WFP Nutrition Policy (2017-2021)</li> <li>• WFP's Revised School Feeding Policy (2013) and School Feeding Strategy (2020-2030)</li> </ul>	<p>Document review</p> <p>Individual and (small) group interviews</p>	<p>Triangulation- Comparison among interviews and documents</p>	<p>Strong</p>

Subquestions	Indicators of progress	Main sources of data	Data collection methods	Data analysis methods/triangulation	Expected evidence availability and reliability <sup>14</sup>
<p>outlined in other WFP policies/strategies?</p> <p>(v) WFP current corporate emergency response related to COVID-19?</p>	<ul style="list-style-type: none"> <li>• United Nations System-Wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW)</li> <li>• The “new way of working” across the humanitarian-development-peace nexus</li> <li>• Commitment to leaving no one behind</li> <li>• Regional processes that set standards on SSTC such as the Ibero-American Program on Strengthening SSC (SEGIB)</li> <li>• Global good practice and evidence on multilateral support to SSTC at the time of its development</li> </ul> <p>Degree of the Policy’s <u>internal and strategic coherence</u>* in relation to:</p> <ul style="list-style-type: none"> <li>• Evolving WFP organizational priorities and changes in structure since 2015 (as outlined, e.g., in the WFP Strategic Plan (2014-2017) and the Integrated Roadmap (2017-2021))</li> <li>• Thematic/programmatic WFP policies and strategies including on gender</li> </ul> <p>Stakeholder perceptions regarding the Policy’s external and internal/strategic coherence and the extent to which it was innovative</p>	<ul style="list-style-type: none"> <li>• WFP Emergency Preparedness Policy (2017)</li> <li>• WFP Policy on Country Strategic Plans (2016)</li> <li>• Pro-Smallholder Food Assistance. A Strategy for Boosting Smallholder Resilience and Market Access Worldwide (2017)</li> <li>• 2030 Agenda</li> <li>• BAPA +40 outcome document</li> <li>• Global benchmarks and progress reports (Operational Guidelines, UNOSSC Good Practices 2016+2018, OECD-DAC good practices, SEGIB good practices, plus non-state actors such as Network of Southern Think Tanks/NeST, etc.)</li> <li>• Relevant United Nations documents e.g. United Nations SG reports on SSTC, Joint Inspection Unit (JIU) review, SSTC chapter in Inter-Agency Task Force (IATF) reports (Addis Agenda), QCPR 2017-2020, SG reports and follow-up on repositioning the United Nations Development System (UNDS)</li> <li>• Regional SSTC reports/reviews including annual SEGIB reports on Latin American and Caribbean (LAC) region</li> </ul> <p>Literature:</p> <ul style="list-style-type: none"> <li>• Selected recent literature on emerging good global and/or United Nations practice around SSTC</li> </ul> <p>People:</p>			

Subquestions	Indicators of progress	Main sources of data	Data collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability <sup>14</sup>
		<ul style="list-style-type: none"> <li>WFP senior managers at HQ, RB, CO levels and in CoEs</li> <li>WFP SSTC focal points at RB and CO levels</li> <li>Global SSTC experts e.g. from UNOSSC</li> </ul>			
1.4 How does the Policy compare with equivalent SSTC-related documents of relevant comparator organizations (FAO, IFAD and UNICEF)?	<ul style="list-style-type: none"> <li>Similarities and differences between the WFP SSTC Policy and relevant strategies/policies of comparator organizations in terms of alignment to global principles and standards, partnerships, themes and results, means of implementation, as well as expected deliverables</li> <li>Perceptions of relative strengths and weaknesses, and overall positioning of WFP in the United Nations context</li> </ul>	<p>Documents:</p> <ul style="list-style-type: none"> <li>SSTC Policy (2015)</li> <li>The FAO Strategy for South-South and Triangular Cooperation,</li> <li>The IFAD Approach to South-South and Triangular Cooperation (2016),</li> <li>The UNICEF South-South Cooperation for Children (2018)</li> </ul> <p>People:</p> <ul style="list-style-type: none"> <li>CoE Directors/senior staff</li> <li>WFP managers at HQ, RB, COs</li> <li>WFP SSTC focal points (RB, CO)</li> <li>SSTC focal points/senior staff in comparator organizations FAO, IFAD and UNICEF (HQ and field)</li> </ul>	Document and literature review Individual and (small) group interviews	Triangulation: Comparison among interviews, documents and literature	Strong
<b>2. Evaluation question 2: What were the results of the SSTC Policy?</b>					
2.1 What have been the results of the Policy in relation to expanding and systematizing the engagement of WFP in and support to South-South cooperation?	<ul style="list-style-type: none"> <li>Changes in the types of engagement mechanisms used/promoted by WFP (by region/country/programmatic area/ development versus humanitarian focus)</li> <li>Changes in the extent to which SSTC is explicitly mentioned in country strategic plans, thematic strategies and other strategic documents including WFP corporate reports</li> </ul>	<p>Documents</p> <ul style="list-style-type: none"> <li>SSTC guidance and communication products (internal as well as contributions to United Nations-wide reports, meetings etc),</li> <li>WFP annual performance reports; management plans, annual evaluation reports, relevant operation evaluation synthesis reports; audit reports</li> </ul>	Document, platform and dataset review Individual and (small) group interviews	Triangulation- Comparison among documents, data sets and interviews Thematic case studies	Medium

Subquestions	Indicators of progress	Main sources of data	Data collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability <sup>14</sup>
	<ul style="list-style-type: none"> <li>Extent and nature of WFP participation in/contributions to United Nations-wide SSTC policy dialogue</li> <li>Changes in WFP institutional structures and processes in place to support the diffusion, institutionalization and sustainability of SSTC and related results</li> <li>Perceptions on the extent to which: (i) WFP has expanded its support for SSTC initiatives and the related global discourse; and (ii) WFP is perceived as a valued SSC broker</li> </ul>	<ul style="list-style-type: none"> <li>Country strategic plans, country programme evaluations for focus countries, country programme mid-term reviews (where applicable)</li> <li>Documents pertaining to how the four thematic areas that the evaluation is focusing on is or will address SSTC (e.g., Expanding WFP Nutrition's Engagement in South-South Cooperation, 2019).</li> </ul> <p>Data sets</p> <ul style="list-style-type: none"> <li>SSTC analysis – CSPs approved in 2019</li> <li>CRF outcome indicator values</li> <li>Data on WFP investments in SSTC</li> </ul> <p>People</p> <ul style="list-style-type: none"> <li>WFP staff and managers at HQ, RBs, COs and in CoEs</li> </ul>			
<p>2.2 What have been the results of the Policy in relation to strengthening country capacity at policy, technical and grassroots levels and influencing related behaviour changes especially in relation to:</p> <p>(i) Social protection and safety nets including school feeding</p> <p>(ii) Smallholder support and market access</p>	<ul style="list-style-type: none"> <li>Types of WFP inputs/support to SSTC initiatives<sup>17</sup></li> <li>Evidence of changes at the <u>policy</u> level, for example: <ul style="list-style-type: none"> <li>New/strengthened advocacy for changes in national or local policies, legislation, guidelines</li> <li>Adoption of new/strengthened policies/legislation etc.</li> <li>Changes in the types and/or amounts of (financial or in-kind) resources for hunger</li> </ul> </li> </ul>	<p>Documents:</p> <ul style="list-style-type: none"> <li>Annual country programme reports; country programme evaluations, mid-term reviews</li> <li>SSTC practice examples shared e.g., in SSTC quarterly newsletters, SSTC snapshots, SSTC “at one glance” publications, regional mappings and other WFP (or United Nations) publications</li> <li>SSTC-project/initiative related proposals, project documents, and progress reports (as available)</li> </ul>	<p>Review of documents</p> <p>Individual and small group interviews</p>	<p>Triangulation-Comparison among documents and interviews</p> <p>Thematic case studies</p>	<p>Varying by country and SSTC initiative from strong to weak (depending on whether planned and actual results have been made explicit and documented)</p>

<sup>17</sup> The indicators in this row follow the logic of the proposed theory of change for the SSTC work of WFP from inputs/activities over “capacity changes” to the level of ‘behaviour changes.’

Subquestions	Indicators of progress	Main sources of data	Data collection methods	Data analysis methods/triangulation	Expected evidence availability and reliability <sup>14</sup>
(iii) Nutrition (iv) Emergency preparedness and response?	<p>solutions made available by domestic, regional or international actors</p> <ul style="list-style-type: none"> <li>• Evidence of changes at the <u>technical</u> level, for example:               <ul style="list-style-type: none"> <li>– National institutions invest in new technology and/or infrastructure</li> <li>– National institutions adopt and promote new approaches/solutions to food security and nutrition issues</li> <li>– Government experts and national institutions expand their engagement in SSC (as recipients or providers)</li> </ul> </li> <li>• Evidence of changes at the <u>grassroots</u> level, for example:               <ul style="list-style-type: none"> <li>– Local level stakeholders such as farmers (men and women) adopt new practices/tested innovations</li> <li>– Local level organizations, such as farmers' organizations, have expanded access to technical advice/information on innovative solutions to key challenges</li> </ul> </li> <li>• Evidence of recipient country actors (institutions and individuals) sustainably implementing or scaling up solutions shared through SSTC<sup>18</sup></li> </ul>	<p>People</p> <ul style="list-style-type: none"> <li>• WFP managers and staff at HQ, RB and CO levels, and in CoEs (focus on those CoEs that were directly involved in SSTC initiatives in the reviewed countries – where applicable)</li> <li>• Host country partners engaged in SSTC initiatives supported by WFP (government, civil society, private sector, others if/as applicable)</li> <li>• In-country representatives of comparator organizations IFAD, FAO and UNICEF, and of donor organizations supporting SSTC</li> </ul>			<p>beyond the activity level)</p>

<sup>18</sup> In the theory of change, this indicator relates to the level of behaviour change, while previous indicators relate to the (“lower”) level of capacity change.

Subquestions	Indicators of progress	Main sources of data	Data collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability <sup>14</sup>
	<ul style="list-style-type: none"> <li>Perceptions regarding WFP value added<sup>19</sup> to SSC initiatives at grassroots, institutional and policy levels</li> </ul>				
<p>2.3 To what extent have WFP-brokered SSC actions contributed to improving the availability of sex- and age-disaggregated data and gender analysis, as well as to gender equality and accountability to affected populations?</p>	<ul style="list-style-type: none"> <li>Extent to which reports and other documentation on WFP-supported SSTC initiatives provide sex- and age-disaggregated data and gender analysis</li> <li>Types of evidence of gender equality results and accountability to affected populations of WFP-supported SSC initiatives</li> </ul>	<p>Documents</p> <ul style="list-style-type: none"> <li>Annual country programme reports; country programme evaluations, mid-term reviews</li> <li>SSTC practice examples shared e.g. in SSTC quarterly newsletters, SSTC snapshots, SSTC “at one glance” publications, regional mappings and other WFP (or United Nations) publications</li> <li>SSTC-project/initiative related proposals, project documents, and progress reports (as available)</li> </ul> <p>People</p> <ul style="list-style-type: none"> <li>WFP managers and staff at HQ, RB and CO levels, and in CoEs</li> </ul>	<p>Document review</p> <p>Individual and small group interviews</p>	<p>Triangulation of documents and interviews</p>	<p>Weak – SSTC-related documents often do not provide information on these aspects</p>

<sup>19</sup> E.g. brokering/facilitating contacts, convening exchanges, identifying innovations worth sharing/replicating, providing or brokering the receipt of seed funding to allow for SSC activities such as study tours to take place. In summary, the extent to which WFP support allowed SSC initiatives to take place at all, or to take place sooner and/or more effectively and efficiently than would have been the case without WFP.

Subquestions	Indicators of progress	Main sources of data	Data collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability <sup>14</sup>
2.4 What (if any) have been unplanned (positive and negative) consequences of implementing the SSTC Policy?	<ul style="list-style-type: none"> <li>Types of unintended negative consequence of WFP support to SSC</li> <li>Types of unplanned positive consequences of WFP support to SSC</li> </ul>	Documents: <ul style="list-style-type: none"> <li>same as for Subquestions 2.1-2.2</li> </ul> People <ul style="list-style-type: none"> <li>same as for Subquestions 2.1-2.2</li> </ul>	Document review Individual and small group interviews	Triangulation of documents and interviews	Medium to weak (as unplanned results often not well documented, thus limited to perception data)
<b>3. Evaluation question 3: Why has the Policy produced the results that have been observed?</b>					
3.1 To what extent and how have implementation of the SSTC Policy and results achieved been influenced by internal factors, including the extent to which: <ol style="list-style-type: none"> <li>The WFP approach and actions to implement the Policy were informed by the principles included in the SSTC Policy?</li> <li>WFP has created an enabling internal environment for SSTC work?</li> </ol>	<u>Factors related to the “how” of the SSTC work of WFP<sup>20</sup></u> Extent to which the SSTC-related work of WFP: <ul style="list-style-type: none"> <li>Focused on the most vulnerable</li> <li>Promoted local ownership</li> <li>Emphasized complementarity (e.g. partnerships with other RBAs/other United Nations agencies and donors)</li> <li>Ensured inclusiveness and balance (e.g. in relation to gender<sup>21</sup>), mutual accountability and transparency</li> <li>Facilitated learning and innovation</li> </ul>	Documents: <ul style="list-style-type: none"> <li>Executive Board transcripts relevant to development/approval/monitoring of the SSTC Policy</li> <li>Integrated roadmap documents/tools</li> <li>Memos, emails, presentations from WFP ED and other senior managers on SSTC</li> <li>Documents illustrating SSSTC position in the WFP organizational structure over time, and SSTC staffing at HQ, RB and CO levels</li> <li>Information on financial resources available for policy implementation (PRO regular budget, investment cases)</li> </ul>	Document review. Individual and small group interviews.	Triangulation of documents and interviews.	Medium

<sup>20</sup> The noted indicators reflect both the guiding principles for the SSTC work of WFP as described in the SSTC Policy, as well as principles of good practice in SSTC elicited from global SSTC frameworks.

<sup>21</sup> This includes exploring the extent to which WFP-supported SSC initiatives aimed to address the identified needs of both women and men, including by identifying potential differences in these needs; whether both men and women had the opportunity to benefit from WFP-supported SSC initiatives; and whether actors/groups whose experiences and solutions were selected to be innovative and worth sharing reflected the expertise and knowledge of both men and women, and of diverse stakeholder groups.

Subquestions	Indicators of progress	Main sources of data	Data collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability <sup>14</sup>
	<ul style="list-style-type: none"> <li>• Has strengthened country systems and capacities (informed by assessment/analysis of evidence, context, partnerships, capacity, partners' absorptive capacity and risks)</li> <li>• Has been driven by clarity of intent and focused on adding value (i.e. SSTC not employed merely because an opportunity presented itself)</li> <li>• Has been built on existing structures and programmes at country, regional, global levels</li> <li>• Was demand-driven and aligned to relevant national development policies (especially related to SDG 2)</li> </ul> <p><u>Factors related to the enabling environment within WFP</u></p> <ul style="list-style-type: none"> <li>• Types of incentives for staff/managers at HQ, RB, CO levels to engage in/support policy implementation</li> <li>• Extent to which the Policy and related guiding tools have been developed and disseminated throughout the organization</li> <li>• Extent to which operational guidelines on SSTC are known and being used throughout WFP</li> <li>• Strengths and weaknesses of/gaps in skills set, competencies, organizational structures of and collaboration between the SSTC team at HQ, the CoE, RBs, COs, programmatic units at HQ</li> <li>• Financial resources available for policy implementation</li> </ul>	<ul style="list-style-type: none"> <li>• SSTC-related key performance indicators and related progress reports</li> <li>• Documents on developments or changes within reviewed COs</li> <li>• Comparator study, particularly section related to policy implementation (focusing on organizational development; partnerships; means of implementation; results and deliverables; as well as communication)</li> </ul> <p>People:</p> <ul style="list-style-type: none"> <li>• all of those consulted for Evaluation Questions 1 and 2</li> </ul>			

Subquestions	Indicators of progress	Main sources of data	Data collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability <sup>14</sup>
	<ul style="list-style-type: none"> <li>Partnerships pursued</li> <li>Extent to which results of the Policy have been captured/reported upon and have been used to identify successes and areas for improvement (including in relation to inclusion, diversity and gender equality)</li> <li>Effects of changes in corporate guidance and priorities, e.g. new country strategic plans</li> <li>Effects of (changes in) the organizational culture of WFP</li> <li>Perceptions on supportive and hindering internal factors</li> </ul>				
<p>3.2 To what extent and how have implementation of the SSTC Policy and results achieved been influenced by external factors?</p> <p>i. Partner countries' stage of development, capacity levels and exposure to risks?</p> <p>ii. Changes within the United Nations system and/or at global and regional levels?</p>	<ul style="list-style-type: none"> <li>Effects of partner countries' stage of development (low income, middle income, complex emergency, conflict and post-conflict contexts)</li> <li>Effects of changes within the United Nations system relevant to SSTC on the work of WFP at HQ, RB, CO or CoE levels</li> <li>Effects of changes in the respective regional/country context (e.g., new/evolving government priorities; changes in political and economic contexts; changes in socio-cultural contexts)</li> <li>Effects of UNCT collaboration/coordination on SSTC in reviewed countries</li> <li>Demonstrated buy-in, support and political will by key stakeholders at all levels (in SSTC provider and recipient countries)</li> <li>Perceptions on supportive and hindering external/contextual factors, including on the</li> </ul>	<p>Documents:</p> <ul style="list-style-type: none"> <li>Region-/country-specific reports, articles or other documents illustrating relevant contextual developments</li> <li>United Nations-wide reports/evaluations illustrating system-wide changes in relation to SSTC that likely affected WFP</li> <li>UNCT documents relevant to SSTC (remote field mission and desk review plus countries)</li> </ul> <p>People:</p> <ul style="list-style-type: none"> <li>all of those consulted for Evaluation Questions 1 and 2 as well as United Nations Resident Coordinators and/or other UNCT members in remote field mission countries</li> </ul>	<p>Document review.</p> <p>Individual and small group interviews.</p>	<p>Triangulation of documents and interviews.</p>	<p>Medium to weak (as sometimes likely limited to perceptions of how external factors have influenced the work of WFP)</p>

Subquestions	Indicators of progress	Main sources of data	Data collection methods	Data analysis methods/ triangulation	Expected evidence availability and reliability <sup>14</sup>
	extent to which SSTC initiatives were based on equality of partners and mutual benefit				

# Annex VII Schedule for Field Work

Given their remote nature, the missions did not follow a set schedule in the sense of an agenda organized by day of the mission as would have been the case for in-person visits.

The overall timeframes during which the remote missions and desk reviews “plus” were conducted were as follows:

- Pilot remote missions to Sri Lanka and the Republic of Congo: May to July 2020
- Five remote field missions: Mid-October to December 2020
- Five desk reviews “plus”: November 2020 to February 2021

# Annex VIII Comparator Study

## 1. Introduction

39. The evaluation of the SSTC Policy encompasses a comparative component by which experiences of other Rome-based agencies and other comparator agencies will be assessed as potential benchmarks for the WFP Policy (paragraph 74 of the terms of reference). The goal is to conduct an analysis that looks beyond the boundaries of WFP, thereby also building on an added value of United Nations support to SSTC inter-agency collaboration and learning.

40. Jointly with the Office of Evaluation, the Universalia evaluation team decided to elevate the scope and ambition of this “comparator study” as a key avenue complementing headquarters and country-level data collection. Thus, this study goes beyond the conventional desk review of other agencies’ policy design by also assessing progress made and lessons learned in policy implementation. As the policy evaluation (PE) aims to distil best practices for future policy development around SSTC, the comparator study aspires to contribute elements – both positive and challenging – other agencies have experienced.

41. In consequence, the methodology used for this comparator study complements the desk review (of the quality of the respective strategic document, see Section 2 below) with interviews with representatives of the agencies (in particular, to discuss policy implementation, see Section 3 below). Apart from conversations with headquarters’ teams, this evaluation has also engaged with representatives from the regional and national levels (see list in Annex I). The latter took place within the remote country missions of the policy evaluation, ensuring thereby an efficient data collection process.

42. The criteria used for this assessment are largely based on the overall ToR of the policy evaluation and specifically the evaluation questions, while also integrating the international benchmarks outlined in different United Nations references.<sup>22</sup>

43. For the selection of comparator agencies, the evaluation team conducted a criteria-based process. United Nations agencies were identified by determining whether they (a) have an SSTC corporate approach and/or operational portfolio similar to WFP engagement, and (b) already show qualitative progress in policy implementation, for instance in their institutional arrangements for SSTC, funding instruments and available knowledge products. Importantly, a final criterion was the interest and availability of the SSTC focal points of the respective agency to engage in this effort (for more details, see Annex VIII).

44. Based on these criteria, three agencies were selected:

- The Food and Agriculture Organization (FAO) as a Rome-based agency engaged in thematic SSTC areas which are similar to the portfolio of WFP and with an advanced approach to financing SSTC
- The International Fund for Agricultural Development (IFAD) as a Rome-based agency which has undergone an SSTC evaluation, on which basis it has implemented several changes in realms which are closely related to this evaluation’s questions
- The United Nations Children’s Fund (UNICEF) as an agency which shares the “double lens” of WFP of working at the humanitarian-development nexus, while including SSTC as part of its corporate change strategy.

45. The following pages will firstly assess the quality of the strategic documents of these three agencies, based solely on a desk review (Section 2), to then review the progress in implementing these frameworks, which have been informed by interviews and additional documentation of the respective agencies (Section 3).

---

<sup>22</sup> Among others, the 2019 SG Report on the State of South-South cooperation (A/74/336), the 2018 Joint Inspection Unit’s Progress Report on the Recommendations Contained in the Review of SSTC in the UN System (JIU/REP/2018/2), and the 2016 update of the Framework of Operational Guidelines on UN support to SSTC (SSC/19/3).

## 2. Assessment of the policy design

46. This first section addresses the quality of the strategy, policy or approach through which the comparator agencies frame and guide their support to country-led SSTC. The main criteria for this assessment refer to the relation of the strategic document with the overall corporate agenda of each agency, the alignment with global principles and standards, the types of partners to be involved, the targets and results, as well as the means available for implementation (such as financing, modalities, and operational guidance). This assessment is exclusively based on the desk review of the original strategic document (i.e., strategy, policy, approach or other publication).

47. Importantly, the nature and scope of the respective documents are different for each assessed agency: FAO supports SSTC parting from a full-fledged long-term strategy since 2013, which was updated in 2016. IFAD relies on an ambitious corporate approach from 2016, informed by a corporate-level evaluation on SSTC. Finally, UNICEF launched in 2019 a detailed publication on SSTC, which in the context of the study has been used as a quasi-strategy as it does not meet the formal requirements of a formal UNICEF strategy. Considering these differences, a direct comparison cannot be conducted. Rather, the status of each strategic framework indicates different options taken at specific moments of the policy-making process.

48. In this line, the following key elements can be highlighted:

- The FAO strategy<sup>23</sup> reflects a long-term, well-funded commitment to SSTC that is closely aligned to global principles and standards. It is the only strategic approach that comprehensively addresses the enabling environment of successful support to SSTC, ranging from adequate institutional arrangements and sufficient resources to country capacities to deliver and receive SSTC effectively. FAO is also the most advanced in terms of clarity, which partners should be supported and which modalities are to be used, including innovative ones.
- The IFAD approach<sup>24</sup> proves the Fund's case for its two main distinctive features in supporting SSTC: its partnerships with rural poor people, and its capacity to mobilize both technical assistance and financial investments. Strengths of this approach lie with a consistent theory of change, the commitment to improved institutional arrangements, detailed proposals for inter-agency collaboration, and concrete options for improved reporting.
- The UNICEF strategic document<sup>25</sup> is primarily geared towards the international context and contextualizes SSTC as a way of influencing governments' actions to protect children's rights. Its strengths can be found in the clarity of its theory of change, the advanced set of modalities to be used, the commitment to contributing good practices, as well as the overall solid evidence base (in terms of documented experiences).

49. Importantly, all reviewed strategic documents share a lack of elements deemed critical for effective SSTC, according to the global standards mentioned above, specifically in terms of:

- **Results:** In none of the documents reviewed are results and impact of SSTC defined. Most provisions remain at the level of outputs and deliverables. There is a heavy focus on reporting of SSTC-related data (number and types of activities, number of country programming documents mainstreaming SSTC), but actual monitoring and evaluation systems have not been considered.
- **Gender equality:** Gender equality and women's empowerment is not addressed at all, reflecting a critical limitation to the quality and consistency of the respective strategic documents with global standards and other corporate policies.
- **Leaving no one behind (LNOB):** The LNOB principle does not play a consistent role in any of the strategic documents reviewed, despite occasionally detailed descriptions of partners and target groups to be involved.

---

<sup>23</sup> FAO's South-South and Triangular Cooperation Strategy in Action (2017)

<sup>24</sup> IFAD's Approach to South-South and Triangular Cooperation (2016)

<sup>25</sup> UNICEF South-South and Triangular Cooperation in Action: Advancing children's rights and well-being through South-South and Triangular Cooperation (2019)

- **2030 Agenda:** The Sustainable Development Goals are only referred to in passing, which might essentially relate to the absence of result orientation, but also raises doubts about whether SSTC will be used as a form of cooperation relevant to national and global sustainable development.

## CORPORATE AND GLOBAL ENVIRONMENT

50. In this introductory subsection, the corporate environment for the respective strategic document will be reviewed, along with its overall consistency with the United Nations Framework of Operational Guidelines.

### SUMMARY ANALYSIS

51. While FAO has been relying on an evolving strategic SSTC framework since 2013, IFAD has only recently launched a dedicated approach (in 2017) and UNICEF still lacks an overarching corporate strategy but outlines key elements of its approach in a 2019 joint publication with UNOSSC.

52. Strategies of FAO and IFAD are linked to overall corporate plans and priorities, and largely follow their objectives and targets. The role of SSTC in the overall strategic plans of UNICEF remains less explicit.

53. Corporate leadership is an essential driving force for the SSTC agenda at FAO and IFAD, while UNICEF seems to rely more on global context mandates for engaging in SSTC strategically.

54. FAO and IFAD embed the SSTC strategy in other ongoing institutional reform processes, business model updates and the portfolio of partnerships with emerging economies and middle-income countries.

55. The strategies of FAO and IFAD are aligned with the United Nations Framework of Operational Guidelines and offer substantial plans in terms of mainstreaming, funding and reporting, among others. In contrast, UNICEF does not offer details in these areas and remains rather descriptive without explaining how certain strategic objectives can be achieved.

### REVIEW FOR EACH AGENCY

	<p>The 2016 strategy updates the 2013 original approach in line with the major transformations in the global context, ranging from greater commitment of developing countries to engage in SSC and their growing demand for support, to international agreements such as the 2030 Agenda and the Addis Ababa Action Agenda which define SSC as effective means of implementation. Internal drivers of change include the organization's new five strategic objectives focusing on eradicating hunger, malnutrition, and rural poverty, as well as its commitment to become "fitter, flatter and more flexible". Corporate leadership has also contributed to the genesis of the policy update, particularly through the creation of an SSTC division in 2019.</p> <p>The approach is closely aligned with the United Nations Framework of Operational Guidelines through specific references to mainstreaming into strategic, regional and country programming, implementation modalities (with a high degree of demand orientation and flexibility), institutional arrangements (cross-departmental harmonization and overall decentralization), funding and reporting, among other aspects, with in-depth details on the options to operationalize these commitments.</p>
	<p>Launched in 2017, the IFAD approach to SSTC builds upon the previous, albeit more limited, 2011 document titled "South-South Cooperation in IFAD's Business Model" as well as SSTC-related guidance included in the current IFAD Strategic Framework (2016-2025) (three objectives for rural poor people and their economic activities: [a] productive capacities, [b] market participation and [c] sustainability/climate resilience), the Fund's replenishment rounds (IFAD9 and IFAD10) and an evaluation synthesis from early 2016. These highlight the strengths of IFAD in supporting rural smallholders and mixing technical cooperation (as a United Nations agency) with investment projects (as an international financial institution (IFI)). Among other aspects, the evaluation triggered corporate improvements in terms of institutional set-ups and funding models. Additional internal drivers relate to China's complementary contributions to SSTC and the overall efforts of IFAD to adjust to specific country groups' needs, particularly middle-income countries.</p> <p>It's approach does not relate explicitly to the United Nations Framework of Operational Guidelines but is very advanced in terms of strategic and operational mainstreaming, entails</p>

	<p>deep institutional changes and innovates funding mechanisms and reporting systems. There are numerous references to other agencies' experiences (namely The World Bank as an international financial institution reference, and Rome-based agencies for United Nations agencies) and specific proposals on how to coordinate and join efforts, particularly with Rome-based agencies, showcasing thereby a unique ambition for inter-agency collaboration.</p>
	<p>The UNICEF strategic approach emerges in a publication launched jointly with UNOSSC and builds upon previous efforts, including a 2017 draft guidance note on SSTC. It is based on studies of three cases (sector-level SSTC) coordinated under the lead of the Learning and Knowledge Exchange (LKE unit) of the Data, Policy and Research Division, in collaboration with sector and country specialists. The document is embedded in the dynamic of the BAPA+40 conference but does not clarify the corporate momentum of taking SSTC to a more strategic level and remains superficial with a view to relating SSTC to the current UNICEF Strategic Plan (2018–2021).</p> <p>The approach is not fully consistent with the United Nations Framework of Operational Guidelines as it does not provide explicit aims at the level of mainstreaming, institutional arrangements, funding and reporting, among other aspects. Overall, the document remains rather descriptive without detailing how objectives (such as influencing national SSTC and 2030 policies) might be operationalized and measured.</p>

## ALIGNMENT WITH PRINCIPLES/GLOBAL STANDARDS

56. The following pages analyse the degree to which the agencies' policies have integrated the normative and operational principles of the United Nations Framework, included references to the 2030 Agenda and articulated specific contributions to gender equality and the principle of leaving no one behind.

### SUMMARY ANALYSIS

57. Only the strategy of the FAO reflects the normative and operational SSTC principles of the United Nations in a detailed manner, while IFAD meets these in a more fragmented manner and UNICEF does not mention explicit principles.

58. The 2030 Agenda and the Sustainable Development Goals are briefly touched upon by FAO and UNICEF, but without explicitly relating to specific Sustainable Development Goals and targets that might be most relevant for SSTC to be supported in the future. IFAD in turn mentions the 2030 Agenda only once and refers primarily to its corporate development effectiveness commitment.

59. None of the agencies reviewed refer consistently to gender equality nor to vulnerable groups/LNOB in their strategies, showcasing a void in working towards global equality and equity standards.

### REVIEW FOR EACH AGENCY

	<p>The FAO strategy lists the normative and operational principles from the United Nations Framework of Operational Guidelines, which are reflected in operational practice, particularly in relation to country leadership, demand-driven character of SSC, transparency and multi-stakeholder partnerships. In addition, the strategy also includes provisions for the agency's organizational efficiency and scaled-up financing for SSC. There are numerous references to the 2030 Agenda and the SDGs, although the direct contribution to SDG 2 and its targets is not analyzed.</p> <p>Gender equality has not been mainstreamed in the strategic approach of FAO, although one showcased experience (ACP) is related to women and youth empowerment. Similarly, the leaving no one behind principle is only mentioned in passing, without clarifying how SSC supported by FAO might ensure that the needs and opportunities of vulnerable groups are addressed consistently.</p>
	<p>The IFAD approach is primarily focused on conceptual and operational aspects of its (future) support to SSTC and remains superficial in normative terms. The United Nations principles are mentioned once and in passing. Implicitly, the planned roll-out of the approach might be meeting some United Nations principles, particularly with respect to multi-stakeholder partnerships, but does not fully address other critical dimensions such as country ownership and demand for SSTC. Importantly, IFAD stresses its approach as "flexible, diversified, and decentralized" and proactively embeds its SSTC engagement in the agency's commitment to</p>

	<p>development effectiveness. There is only one brief hint to the 2030 Agenda, and no reference to the SDGs.</p> <p>Gender equality and women's rights are not addressed in the IFAD approach, and no reference can be found in terms of vulnerable groups or provisions to leave no one behind.</p>
	<p>The UNICEF strategic approach does not state explicit principles for its engagement in SSTC but stresses the need to prioritize children's issues and agendas at national, regional and global SSTC agendas and platform. These priorities should also be mainstreamed in national development strategies to achieve the SDGs of the 2030 Agenda. Overall, by increasing governments' capacities, commitment and more effective use of solutions to champion the cause of children, the organization's support to SSTC is expected to "contribute to achieving specific SDGs for children, and in reducing inequities and securing the rights of the most vulnerable children".</p> <p>There is no reference to gender equality nor to the specific situation of girls, but in overall terms, SSTC supported by UNICEF should – in line with its overall corporate mandate – aim to leave no child behind.</p>

## PARTNERS

60. This subsection explores how comparator agencies' strategies include definitions of main types of players, specific roles of providers and recipients, provisions for inter-agency collaboration at the United Nations level, as well as mechanisms for engagement with other stakeholders.

## SUMMARY ANALYSIS

61. As part of their strategies, FAO and IFAD attempt to partner with a diverse set of partners for which detailed provisions are included. FAO features three layers of players (policymakers, practitioners, and grassroots actors), while IFAD involved both public and private sector players, including through business-to-business cooperation and investor-matchmaking. For its part, UNICEF exclusively refers to governments as partners for its SSTC support.

62. Only the FAO strategy reflects on the importance of strengthening country capacities to engage in SSTC as providers and/or recipients, as part of the enabling environment required for effective large-scale SSTC.

63. Inter-agency collaboration is a key element for both FAO and IFAD, with the latter being particularly forthcoming in terms of specific opportunities for joint initiatives with other Rome-based agencies and international financial institutions. The document produced by UNICEF only refers to collaboration hand-in-hand with UNOSSC, that is, at the global level.

64. FAO is most advanced in broadening partnerships beyond governments by using adjacent corporate strategies such as those related to engagements with private sector and civil society organizations, as well as regional inter-governmental bodies. The latter are also included in the IFAD approach, based on already existing dialogues and partnerships.

## REVIEW FOR EACH AGENCY

	<p>The four key pillars of the FAO corporate strategy are related to policymakers (policy level – "Upstream policy support for effective SSC"), experts (institutional level – "Platforms for SSC knowledge networking") and practitioners (grassroot level – "Exchange and uptake of Southern development solutions"), for which specific areas of initiatives and outputs are defined. Capacities of SSTC providers and recipients would be strengthened as part of the enabling environment of SSTC which includes internal and external, i.e. partner country/government dimensions, and constitutes the fourth pillar. Financial contributions from emerging economies such as Brazil and China are also stressed as a key element of the strategy implementation (see below on means of implementation). Roles and responsibilities are clearly identified from funding and planning to implementation of SSTC supported by FAO.</p> <p>The strategy commits to continuing the collaboration with other United Nations agencies, most prominently with the Rome-based agencies group and UNOSSC. Globally, FAO is also co-leading inter-agency mechanisms such as the G20 Tropical Agriculture Platform which entails South-South learning aspects.</p>
-------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	<p>FAO plans to mobilize contributions from other stakeholders through broadened partnerships that are embedded in other corporate strategies, such as engagement with civil society and the private sector, while also increasingly engaging with regional inter-governmental bodies (African Union (AU), APEC, ECOWAS etc.). While Development Assistance Committee (DAC) donors might become partners of triangular cooperation, the involvement of FAO might also be informal, i.e. as a mere broker and facilitator among different kinds of partners interested in SSTC around food and agriculture.</p>
	<p>IFAD embeds its support to SSTC in partnerships with “public and private sector actors, civil society and poor rural people” which are to be involved in four key areas of activities: (a) knowledge, (b) engagement, (c) connectivity, and (d) resource mobilization. Activities in each of these areas are directed to specific groups of participants, drawing on existing experiences at different levels. The approach is particularly explicit in partnerships with the private sector, for instance in financing partnerships, business-to-business cooperation and investor match-making. However, there is little consideration of country providers and their SSTC capacities, for instance at the ministry levels, and roles and responsibilities of different players are not clearly identified.</p> <p>Collaboration with other United Nations agencies is addressed in a detailed manner, particularly with the Rome-based agencies (potential plans to establish joint centres of excellence with WFP as well as joint knowledge platforms with FAO and shared learning with the FAO Investment Centre). Given its unique character, IFAD also plans to deepen partnerships with international financial institutions and specifically the World Bank with a view to create synergies in investment promotion and co-financing.</p> <p>Other players include global, regional and subregional bodies and platforms of the global South, such as the BRICS group, ASEAN, ECOWAS and MERCOSUR, with some of which there are already dialogue and exchange mechanisms.</p>
	<p>Through its engagement in SSTC, UNICEF primarily aims to partner with governments from the global South and mobilize their leadership, commitment and resources to advance the children’s agenda. One avenue is the series of high-level meetings South-South cooperation for Child Rights in Asia, which brings together senior leaders and decision-makers from some 30 countries. In this context, regional forums such as ASEAN and inter-governmental programmes (e.g. the Regional Networks for Early Childhood) also play an essential role.</p> <p>Beyond the need to advance with children’s priorities, the UNICEF strategic approach does not clarify specific roles and responsibilities for governments or other players in conducting SSTC. For its part, however, UNICEF highlights its own roles as curator, convener and broker between countries’ demand and supply both bilaterally and through existing platforms (in-house communities of practice on SSC for children, external such as the South-South Galaxy), as well as “relationship support” which might include funding. Beyond the UNOSSC (which co-published the UNICEF strategic document), there are no further references to other United Nations agencies.</p>

## TARGETS, RESULTS, AND DELIVERABLES

65. The comparator agencies’ strategies feature different types of themes, target groups, objectives, expected results and ways to measure these, which will be explained in the following paragraphs.

### SUMMARY ANALYSIS

66. The themes of all three agencies’ strategies emanate from their respective corporate frameworks, which also provide the definitions of target groups to be involved: FAO with policy, institutional and grassroots players, IFAD with rural people and their organizations, and UNICEF with governments entities mandated with protecting children’s rights.

67. IFAD and UNICEF have designed theories of changes to frame their strategic objectives of supporting country-led SSTC, aiming to ultimately increase productive capacities, market access and climate resilience for poor rural people (IFAD) and achieve the Sustainable Development Goals for children and safeguard children’s rights (UNICEF), with intermediate results in terms of in-house capacity, funding, effective use of knowledge and improved national capacity and commitment, among others. FAO contextualizes key objectives of its support to SSTC primarily as a modality to deliver on its overall

strategic framework and implicitly, as a driver for the process of becoming a more efficient and effective organization.

68. None of the reviewed strategies state specific results. All three agencies remain at the level of outputs of their SSTC strategies, for instance in terms of resource mobilization (FAO), mainstreaming (IFAD) or the publication of good practices (UNICEF).

69. Reporting is a key component of the IFAD approach, which identifies several options, while FAO only refers to a global database under construction. These approaches only refer to capturing data on types, scope, financing, but not on results or impact. UNICEF does not mention any mechanisms for reporting in its strategic document.

## REVIEW FOR EACH AGENCY

	<p>FAO intends to support SSTC in line with its mandate and the five strategic objectives that are part of the 2017 Reviewed Strategic Framework (C 2017/7 Rev.1) (These objectives are: help eliminate hunger, food insecurity, and malnutrition; make agriculture, forestry, and fisheries more productive and sustainable; reduce rural poverty; develop inclusive and efficient agricultural and food systems; build resilience of livelihoods to threats and crises). Priority targets and beneficiaries are defined in the three-level engagement with policy-makers (policy), experts (institutional) and practitioners (grassroot).</p> <p>The overarching objective stated in the policy is “to deliver on FAO’s Strategic Framework, through facilitating the exchange of development solutions among countries in the global South, towards achieving food security, poverty reduction and the sustainable management of natural resources.” Other areas of the strategy refer to the contribution of SSTC to the achievement of the SDGs, while SSTC should also enable FAO to be well-positioned to respond to country demand for knowledge sharing and exchange of development solution in order to reach national and regional food security and agricultural development goals. Implicitly, SSTC is also a driver for the decentralization process and the overall desire of FAO to become fitter, flatter and more flexible.</p> <p>While impact and results are not specifically identified, the strategy outlines outputs for each of its four pillars (policy-makers, experts, practitioners and enabling environment) against which policy implementation could be assessed in the future. The enabling environment pillars include the most advanced definition of outputs.</p> <p>While the specific achievements and lessons learned of SSTC are not sufficiently visible in FAO corporate reporting and there is no dedicated monitoring and evaluation, the SSTC division has developed a global database to provide public access to information on SSTC initiatives supported by FAO.</p> <p>Deliverables are not separately listed, but can partly be drawn from the planned outputs, such as new operational guidelines (grassroot level), the roll-out of the SSC Gateway platform (institutional level) as well as a global data base on FAO-supported SSTC and internal e-learning offerings at <a href="mailto:you@fao">you@fao</a> (enabling environment).</p>
	<p>The key thematic areas for IFAD support to SSTC are derived from the objectives of its current strategic framework: "(i) increase poor rural people’s productive capacities; (ii) increase poor rural people’s benefits from market participation; and (iii) strengthen the environmental sustainability and climate resilience of poor rural people’s economic activities." The main beneficiaries are thus the poor rural peoples, while a wide range of public and private players as to be involved (see above).</p> <p>The SSTC-specific objectives focus on: (1) sharing rural development solutions and promoting investments among developing countries; and (2) establishing and supporting partnerships and other forms of collaboration for improved rural livelihoods. In the area of mainstreaming, IFAD proposes a theory of change according to which “by creating an internal environment where previous and ongoing SSTC activities are adequately funded, known, monitored and catalogued, and opportunities for future SSTC activities are anticipated, planned and budgeted for, the Fund will be better positioned to deliver increased productive capacities, benefits from market access and climate resilience for poor rural people.”</p> <p>Beyond this theory of change, impacts and results are not made explicit in the agency’s approach. However it establishes a number of outputs for mainstreaming SSTC: corporate-wide synergies (including through an interdepartmental working group on SSTC (IWGS)); improved staff incentives; integration in design, implementation and monitoring including in country programming, country strategic opportunity plans (COSOPs); corporate</p>

	<p>decentralization; and multi-donor funding support mechanisms for SSTC (either supplementary funding contributions or in-kind contributions).</p> <p>The approach identifies different options for improved corporate reporting on SSTC to be further developed by the IWGS, including on inclusion in COSOPs, design of indicators, adjustment in corporate reporting mechanisms, and annual publications.</p> <p>The mainstreaming element includes several deliverables for which key roles (of specific departments) have been identified occasionally. Most of the responsibility will lie with the IWGS, particularly on information sharing, incentives and corporate reporting.</p>
	<p>The three key thematic areas identified by the UNICEF strategic approach to SSTC are water, sanitation and hygiene (WASH); early childhood development; and expanding access to tools, technology and innovations for children. The review of country office annual reports found that social protection and different health sectors are additional areas where UNICEF supports SSTC. The main beneficiaries are children, while governments constitute the key partners, occasionally joined by civil society, academia and other players in specific initiatives.</p> <p>UNICEF SSTC objectives are articulated around a theory of change, which states that “effective exchange of solutions and good practices among countries (...) as well as support to the growing aspirations of governments to become providers of technical assistance contributes to: strengthening the use of evidence and knowledge exchange in development projects; improving national capacity; and strengthening the commitment of governments to achieving results for children domestically and internationally, and thereby contributing to enhanced achievement of the SDGs for children and safeguarding the rights of vulnerable children”.</p> <p>As outlined above, UNICEF aims to advocate for children’s rights and priorities to be more fully included in overall SSTC agendas and platforms at the regional and global agendas.</p> <p>Although UNICEF states that it will support the systematization and monitoring of the impact of SSTC in delivering results for children, it does not clarify results nor indicators to measure the impact and results of its own engagement in SSTC. At the level of specific initiatives (such as early childhood development and WASH), the publication identifies a series of concrete results that were achieved through SSTC supported by UNICEF.</p> <p>Most deliverables outlined in this strategic approach relate to contributions to the global agenda and the ways UNICEF might help shape national and global policies. In this line, UNICEF aims to influence governments so that children’s priorities and rights are included into SSTC policies, ultimately contributing to the achievement of SDGs related to children and youth. Other areas are the documentation of good practices (which might be shared through communities of practice and other platforms), the expansion of existing SSTC knowledge and learning platforms, as well as tools to measure and evaluate SSTC contribution to achieving the SDGs for children.</p> <p>Despite briefly mentioning the need for “an organization-wide approach to SSTC to achieve the SDGs for all children” which should also enable a “more consistent and intentional engagement in South-South cooperation”, specific internal deliverables are not explicitly stated. It can be assumed that the SSC suite, mentioned above, will continue to be developed and further efforts be made to mainstream SSTC in different sector programmes at the country level.</p>

## MEANS OF IMPLEMENTATION

70. This subsection reviews the different means of implementation identified by the respective agencies, namely modalities, innovations, institutional arrangements, and funding.

### SUMMARY ANALYSIS

71. All three comparator agencies clearly identify SSTC modalities with FAO and UNICEF offering advanced range of modalities, and IFAD standing out due to its double lens of technical and financial/investment-related modalities.

72. FAO includes several innovative approaches, such as virtual platforms (SSC Gateway), certification of country institutions (“FAO Reference Centres”) and different e-learning tools, while UNICEF aims to deploy global communities of practice and centres of excellence. IFAD is less explicit in terms of innovative modalities.

73. The need to update and expand institutional arrangements is strongly emphasized by IFAD (introducing a new institutional architecture for SSTC) and addressed by FAO in a consistent manner (stressing among other aspects the need for decentralization to regional and country offices). UNICEF does not relate to any institutional aspects.

74. FAO and IFAD provide detailed insights into the financing architecture for SSTC with FAO highlighting adequate and sustainable resources as a key element of the enabling environment. The UNICEF strategic document does not detail how SSTC support will be funded.

## REVIEW FOR EACH AGENCY

	<p>As part of its flexible and dynamic approach to SSTC, FAO plans to use a diverse set of modalities that encompasses the fielding of experts, learning exchanges, policy dialogues, institutional collaboration, technology exchange, and formal education paths (such as scholarships).</p> <p>In using these modalities, FAO aims to rely on its comparative advantages, such as “its status as a global knowledge organization, drawing on lessons from multiple countries, projects and sectors; its convening capability as a neutral broker of agreements; its worldwide presence in the countries; and its ability to rapidly respond to emergency situations.”</p> <p>Key innovations relate to the SSC Gateway as well as the FAO approach to flexible long-, medium- and short-term expertise deployment, which can respond to country demand at short notice. In the future, innovative tools and mechanisms might include the certification of country institutions as “FAO Reference Centres” (no further details available) and the use of e-learning tools for both internal and external clients and partners.</p> <p>Operational guidelines are mentioned but not fully detailed nor explained. Guidance is available or being prepared both vis-à-vis modalities and the overall use of SSTC as a means of implementing the agency’s overall strategy, while it is less clear for mainstreaming and institutional procedures.</p> <p>The SSTC strategy puts strong emphasis on the institutional arrangements at FAO particularly through further field-oriented decentralization (including mainstreaming in relevant country and regional programming frameworks, maintaining a critical mass at headquarters and particularly the SSTC division (mandated to oversee, facilitate and coordinate work on SSC, in addition to support formulation, backstopping and implementation), as well as harmonizing the SSC approach across FAO, in close collaboration with technical departments, decentralized offices (these include regional, subregional, country and liaison offices and representations), the Office of Partnerships, Advocacy and Capacity Development, and other relevant units. Apart from the SSTC division at headquarters, SSC officers have been placed in the regional offices, but it is not clear if these report to the SSTC division and/or the regional leadership.</p> <p>The mobilization of adequate and sustainable resources is part of the outputs defined for pillar four (enabling environment) and relies on two main components: (i) regular programme funding for SSTC division staff at headquarters and within regional offices, which might lead to further budget allocations and expenditures; and (ii) extrabudgetary resources including through provider country contributions (can be government cooperative projects, trust funds or in-kind) and triangular cooperation with traditional DAC donors, emerging economies and other multilateral organizations.</p> <p>According to the strategy document, both the total of SSC financial contributions (in USD) and the number of SSTC partnership agreements have been rising substantially from 2010 to 2015 (from around 38 to 70 million USD), with Brazil and China, as well as Japan and Korea as main contributors.</p>
	<p>According to its distinct character as an international financial institution, IFAD aims to support SSTC in terms of both technical cooperation and investment promotion. In these two dimensions, the four areas of activities include:</p> <ol style="list-style-type: none"> <li>1. Knowledge, which includes modalities such as events and regional learning centers</li> <li>2. Engagement through modalities, such as solutions catalogues and communities of practice</li> <li>3. Connectivity, furthered by modalities such as policy dialogue platforms, twinning, evidence creation, and Rome-based agency collaboration</li> <li>4. Resource mobilization, through the modalities of finance facilitation, business-to-business cooperation and co-financing arrangements with other donors.</li> </ol>

	<p>The finance/investment component of the agency's approach is unique in the current universe of United Nations support to country-led SSTC and can be defined as one of the potential comparative strengths of the Fund.</p> <p>The approach proposes a new institutional architecture for SSTC that follows a horizontal dynamic by which different departments assume "mutually reinforcing roles and responsibilities" for specific areas under the coordination of the IWGS. These, however, only operate with a facilitation/advisory mandate. Specifically, the programme management department will develop methodologies and knowledge products. The Global Engagement, Knowledge and strategy division, part of the Strategy and Knowledge department, will represent IFAD globally and provide tools for monitoring. The Partnership and Resource Mobilization Office will create partnerships for resource mobilization.</p> <p>Corporate guidance on SSTC is still to be developed as one of the outputs of this approach. It is noteworthy that IFAD opts for a highly decentralized approach both horizontally and vertically, leaving a wide margin for regional and country-level initiatives without necessarily offering centralized headquarters guidance or supervision.</p> <p>Financing and resource mobilization play an important role in the approach, particularly with a view to investment promotion and co-financing mechanisms. Despite the inherent potential of the Fund's role as an international financial institution, specific tools remain largely unclear and seem to be case-by-case only. Importantly, China has contributed USD 5 million of unrestricted complementary funding for SSTC in 2015 which IFAD hopes to replicate with other countries.</p>
	<p>UNICEF support to SSTC is provided through the following main modalities: advocating and influencing (at the higher policy level, to include children's agenda in SSTC); knowledge curation (solutions, good practices, etc.); matching demand with supply/solutions (through in-house and external platforms); convening and network building (through communities of practice); and Relationship support (financing, technical assistance to exchanges, etc.).</p> <p>This menu is operationalized through different technical approaches, including technical assistance, expert missions, trainings, developing and nurturing communities of practice, brokering cooperation activities within larger bilateral agreements, developing and supporting pilot projects in receiving countries, sharing information and communications technology platforms and organizing peer-learning projects.</p> <p>According to the strategic document, the agency's division of data, research and policy has created an SSC suite of tools and support services, developed to support country offices. The suite includes an SSC guidance note (from 2017, continues in draft version, not published) as well as the SSC global communities of practices, Technical Assistance facility and centres of excellence. In addition, it states tools for knowledge curation and documenting good practices; partnerships and fundraising; monitoring and evaluation and reporting; capacity building; and an SSC helpdesk. However, the strategic approach does not provide further details on these tools and their actual implementation, for instance in terms of centres of excellence.</p> <p>The strategic approach does not address SSTC-related institutional arrangements beyond the fact that efforts are led by the Learning and Knowledge Exchange unit of the Data, Policy and Research Division. The Learning and Knowledge Exchange unit encompasses two staff (a chief and an SSTC programme manager). The case studies include contact details to country-level staff involved in SSTC, mostly sector specialists, although also a knowledge manager and research specialist (at headquarters) and SSTC advisors (country office China).</p> <p>While the document states that UNICEF provides financial support, it is unclear how the overall engagement with SSTC is sourced (according to case studies, most would be funded through existing sector and country-level programmes).</p>

### 3. Assessment of policy implementation

75. This second part analyzes the progress made in implementing the strategic approaches described in the previous section, by reviewing organizational change, means of implementation, results achieved and communication. This section is informed by in-depth interviews with representatives of each of the comparator agencies as well as material provided by these, including internal documents.

76. An overall message of this assessment is that all three organizations still struggle to fully operationalize corporate commitment at the country and particularly project levels, with often missing

staff incentives, lack of conceptual knowledge and limited scale/importance of SSTC in the overall portfolio. In other words, the mandates tend to be quite strong and consistent, but policy operationalization encounters substantial organizational inertia. At the same time, there are common lessons learned and emerging good practices in innovating modalities, engaging in strategic conversations with emerging economies' government (albeit with very distinct results so far) and reporting/data collection on SSTC initiatives, among others.

77. While this study was underway, FAO, IFAD and UNICEF were simultaneously developing new or updated strategic frameworks. The expectation is that these new strategies help address their different challenges and opportunities in supporting country-led SSTC. At the time of writing, the evaluation team had not had access to these new documents.

78. For this, speaking in general terms, they part from distinct starting points:

- FAO is very advanced on many fronts: from a diverse universe of partnership and different programme-based financing instruments to the capacity of the headquarters team and reporting systems. But the organization also face barriers due to its light SSTC-specific structures at the country level and the relatively limited conceptual and methodological awareness of FAO staff.
- Since the launch of its 2017 approach, IFAD has made substantial progress by creating new financial instruments, experimenting with innovative institutional set-ups and a strong push for mainstreaming SSTC in country programmes. The Fund, however, struggles to expand its SSTC contributor base, report on results, and importantly leverage its capacity to promote South-South investments.
- For its part, while advanced in terms of result-oriented operational guidance and systematization of good practices, UNICEF is still in a relatively early stage of policy implementation with limited investments in organizational capacities, difficulties to mainstream SSTC in country programming and to nurture the supply side of Southern solutions, and no structured financing approach.

## ORGANIZATIONAL DEVELOPMENT

79. This subsection reviews the value of SSTC in the respective corporate agendas, the changes in organizational capacities, the progress made in mainstreaming SSCT particularly in country programming, as well as the systems to monitor and report on SSTC activities.

## SUMMARY ANALYSIS

80. All three comparator organizations are currently preparing new or updated strategic frameworks, to be finalized between end-2020 and mid-2021. However, they part from very distinct points. FAO will update its policy based on a rather solid large-scale SSTC portfolio. IFAD will take up the remarkable dynamic achieved in implementing its 2016 approach. UNICEF is creating its first strategy on the grounds of relatively limited advances, reduced organizational structure and almost no dedicated funding.

81. FAO and IFAD can rely on strong political support and corporate buy-in, which has translated into advanced institutional settings and innovations. In contrast, UNICEF still struggles to position SSTC more prominently and has only invested limited resources in human resources so far.

82. IFAD has the most decentralized approach by having created new regional SSTC and knowledge management centres which cater to country-level internal clients. FAO is centralized with a large team at headquarters and almost no dedicated SSTC staff at the country level. UNICEF, in contrast, is rather light at all levels but has created "SSTC islands" with dedicated staff in Brazil and China, and high country-level commitment in Morocco, South Africa and Thailand.

83. New and strengthened financing mechanisms, particularly with China, are driving the organizational commitment of IFAD and FAO to a large extent, in conjunction with other programming and financing modalities (see below). UNICEF does not yet have a dedicated funding mechanism and most organizational engagement seems to depend on individual good will, for instance at the country level.

84. FAO and IFAD are investing in evaluations that are helping them to define future strategic and operational steps.

85. IFAD has made most progress in mainstreaming, which already covers 80 percent of country programme documents endorsed since 2016 and is further supported/propelled by the new regional centres. SSTC is indeed part of the mandatory guidelines for designing country programmes. FAO measures mainstreaming through the number of dedicated SSTC agreements and programmes, which in 2019 stood at 25. In both cases, tendencies in mainstreaming are captured by annual reporting on the corporate results framework. Mainstreaming at UNICEF is still incipient and encounters barriers and country programmes must benefit in-country children only (thereby limiting any engagement with SSTC providers).

86. FAO has made long strides in SSTC reporting which is operationalized through a mandatory questionnaire as well as an SSTC marker at the programme/project level. IFAD shares data on its engagements through its annual SSTC progress reports. At this stage, the data is retrieved on a case-by-case basis, but IFAD plans to integrate SSTC data collection in the corporate information systems as of 2021. Similarly, UNICEF has recently established a new reporting (SSTC template), which includes basic data in the country-level annual reports. However, corporate annual reports do not yet refer to SSTC.

## REVIEW FOR EACH AGENCY

	<p>SSTC remains high on the corporate agenda and constitutes a key delivery modality to catalyse agricultural development, food security, rural development, poverty reduction and nutrition. In the context of the preparations of the new strategic framework (to be launched in April 2021, potentially covering the decade up to 2030), FAO is preparing a new corporate SSTC strategy based on several analytical products, particularly a strategic review of SSTC projects and a case study on contributions of SSTC to SDG 2. The new strategy is expected to be launched at the end of 2020. Overall, there is strong political buy-in from the Board to further this agenda, and the main body governing operational activities at FAO (the programme committee) has mandated the first-ever corporate evaluation on SSTC and the previous strategy, to be conducted through 2021.</p> <p>Since 2015, FAO has continued to invest in its organizational capacities. The SSTC division is currently headed by a Director with five professional staff, one general service, five consultants and one temporary staff at FAO headquarters. Five regional officers supporting SSTC programmes are based in each of the five FAO regional offices (Africa, Asia, Europe, Latin America, and the Near East). So far, there are no specific SSTC officers/focal points in country offices, and in most cases SSTC is coordinated by officers in charge of thematic areas (for instance, climate/resilience-related programmes in Ecuador which feature SSTC components). While the overall architecture seems to be working well, headquarters stresses the need for country offices to be more consistent in their planning and reporting, and to take advantage of the technical support headquarters can provide to country-level initiatives (SSTC marker).</p> <p>FAO does not have an explicit SSTC mainstreaming approach. However, the one SSTC-related output indicator in the FAO annual results frameworks can be considered a proxy for mainstreaming (Indicator 8.1.D - “Number of ongoing South-South and triangular cooperation agreements and programmes” - with a target of 30 for 2021, parting from the 2019 baseline of 25). This indicator is located under a broader outcome aiming at “diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and management”. FAO does not yet pursue specifically the inclusion of SSTC in country programming. However, a guidance on the inclusion of SSTC in the county programmes is currently under development.</p> <p>In terms of reporting, the corporate indicator is operationalized by a mandatory questionnaire through which country offices report their SSTC programmes and activities on an annual basis. The questionnaire covers the number of projects in pipeline, implementation or finalized, as well as partners involved, modalities used, and challenges/lessons learned. In addition, an SSTC marker was developed in 2019, which is being used in new programme design. A checked SSTC marker triggers shared responsibility of the respective unit and the SSTC division at headquarters, with the latter offering in-house support services ranging from operational guidance to technical assistance in implementation and occasionally financing. The marker is expected to contribute to both mainstreaming and further operational engagement of the SSTC division in FAO programmes, as well as improved/automated reporting in the existing FAO database.</p>
	<p>Since the launch of the 2016 approach, institutional and operational arrangements for SSTC have evolved dynamically within IFAD, reflecting the high political commitment of President Gilbert F. Houngbo, a Togolese national, and senior management. There is continued</p>

	<p>corporate engagement of the board although maintaining this support will require further work on showing results and “value for money”. To fully influence the IFAD corporate agenda, SSTC will need to prove its value in terms of leveraging South-South investment and increasing the quality of loans, in line with the 2016 approach projections. So far, however, limited progress has been made in this direction, which is one of the reasons why IFAD is already working on an updated strategy to be launched in the context of its IFAD12 replenishment to be culminated in March/April 2021.</p> <p>Particularly since 2017, organizational capacities for SSTC have advanced in line with the proposals of the 2016 approach while also benefitting from an overall reform process at IFAD. Key milestones include the creation of a SSTC team at headquarters hosted at the Global Engagement, Partnership and Resource Mobilization unit. The unit has four staff and consultants, and oversees, among other elements, the China-IFAD SSTC facility, while also providing operational guidance, ensuring SSTC reporting and coordinating the internal architecture. Interestingly, IFAD has also set up dedicated regional SSTC and knowledge management centres in Addis Ababa, Beijing, and Brasilia. Usually supported by one full-time staff plus additional UNVs and consultants, the centres cater in-house clients to ensure quality and consistency of SSTC and knowledge management components in country strategy and project design, while also supporting quality assurance (for instance in supervision missions). For instance, the Brasilia Centre currently supervises 40 projects and annually adds 7-8 new projects to its portfolio. The centres report to the respective regional director and the global partnership division (particularly the SSTC unit).</p> <p>These regional centres have added a new layer to the IFAD SSTC mainstreaming efforts, which since the IFAD10 replenishment (2016) had been primarily focused on including SSTC in country programming. Within IFAD10, it was expected to feature SSTC in 50 percent of the COSOPs based on the indicator titled “South-SSTC (percentage of COSOPs with comprehensive approach at design)”. In practice, this requires country offices to develop a full “narrative” on SSTC and draft an SSTC annex to their COSOPs. The current IFAD11 Results Management Framework, reviewed in the annual reports on its development effectiveness, has lifted the goal to 66 percent (for end-2021). The status stands already at 80 percent. In 2020 alone, 23 out of 25 new COSOPs submitted to the board featured SSTC.</p> <p>Since 2017 and through the regional centres, IFAD is now also pushing for operational mainstreaming by supporting high quality SSTC as part of programme management of lending operations. This is a key step for IFAD to move beyond grant-based financing of SSTC (often implemented in parallel or even disconnected from IFAD loans) and embed SSTC in financial projects. The latter constitutes a key element for IFAD to be able to mobilize South-South investments through its SSTC support. This mainstreaming avenue also adapts to the highly decentralized <i>modus operandi</i> of IFAD where headquarters usually does not intervene in country-level activities at all.</p> <p>SSTC-specific reporting is conducted annually through progress reports on South-South and triangular cooperation prepared by the Global Engagement, Partnership and Resource Mobilization Division. These reports focus on the four primary areas: mainstreaming SSTC in operations; promoting knowledge exchange around the Fund’s four main themes; strengthening and broadening SSTC partnerships; and improving tracking and monitoring of the contribution of SSTC to development results. The annual reports feature lessons learned and ways forward. They also provide an evaluative analysis of the implementation of the strategy (using OECD criteria), coming to mostly positive conclusions. While overall information is quite extensive, IFAD still lacks a proper database on its SSTC activities. Starting in 2021/2022, existing information systems, such as the operational results management system and the grants and investment projects system, are expected to be updated to track SSTC more consistently.</p>
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



SSTC has not yet found a prominent place in the UNICE corporate agenda, although corporate leadership endorsed the plans to develop an SSTC strategy in 2018 which is expected to be launched by end-2020. Although several efforts are underway to mobilize resources from emerging economies, it is also true that UNICEF extensive funding basis is almost exclusively driven by OECD donors, and the narrative to engage with new donors is not immediately relevant for the board or for senior management.

Organizational capacities for SSTC have evolved slowly with the creation of one full-time position in February 2017, which is hosted at the Division of Data, Analytics, Planning and Monitoring and expected to contribute to improved planning and monitoring, as well as to provide guidance to country offices on SSTC. However, the division does not play a direct role in policy and programming, and therefore has only limited leverage to propel mainstreaming. On the other hand, in 2018, the Division of Public Partnerships in UNICEF created a team in Beijing to support the “China in the World Initiative” which focuses on China’s SSTC capacities in benefit of children primarily in Asia-Pacific, while also attempting to mobilize greater resources of China to UNICEF. The initiative does not report to the SSTC manager at headquarters, creating a certain centrifugation of SSTC approaches and efforts.

SSTC mainstreaming is still limited. So far, SSTC is championed by different key country offices, for instance in Brazil and China which host dedicated SSTC staff, or in Morocco, South Africa and Thailand where programmatic partnerships are being discussed. Overall, mainstreaming in country programme documents remains challenging as the mandatory focus of such country programme documents refers to children in the country. As a result, country programme documents can only address the demand side of SSTC (as the supply side would benefit children primarily in other partner countries). The only way that SSTC can be supported at both supply and demand ends is through regional initiatives, as regional bureaux are mandated to promote learning and cooperation in the respective region.

Since 2018, reporting on SSTC has advanced through an updated SSTC template for country office annual reports featuring four strategic monitoring questions: (a) degree of government involvement; (b) modalities being used; (c) number of demands channeled; and (d) amount resources mobilized by the host government. However, corporate annual reports, including the division’s own report, do not make yet any reference to SSTC.

## PARTNERSHIPS

87. The following pages analyze the progress made by the three comparator agencies in engaging in partnerships with national governments, inter-agency collaboration, partnerships with conventional OECD-DAC donors, as well as new partnership agreements with emerging economies and other Southern players. A final element reviewed is the contribution by each agency to international good practices on SSTC.

## SUMMARY ANALYSIS

88. FAO and UNICEF in particular are currently investing into the creation of partnership agreements with specific countries. FAO is more advanced as different programmes have already been established, while UNICEF is still in conversations in most cases. FAO has a dedicated team in its China office to support the creation of SSTC partnership arrangements with China and UNICEF. Due to its characteristics, IFAD maintains a relatively loose relationship with central governments, but has started conversations with Indonesia and Thailand to explore future partnerships agreements.

89. Inter-agency collaboration has moved forward in the context of the Rome-based agencies, which is however mostly focused on the headquarters levels. So far, there is limited evidence on SSTC-specific Rome-based agency collaboration at the country level although these agencies tend to nurture sector/programme coordination otherwise. UNICEF is currently involved primarily in global UNOSSC platforms with only limited inter-agency coordination at the country level.

90. FAO is the only agency that has advanced in engaging substantially with OECD-DAC donors such as Japan, Korea, Netherlands and Germany in triangular funds and programmes. Neither IFAD nor UNICEF has made progress in this regard.

91. FAO is also most advanced in partnerships with emerging economies and other Southern actors relying on a diverse base of SSTC contributors with multi-million-dollar pledges. IFAD is still centred on

partnering with China (SSTC facility) with limited progress in engaging with other emerging economies (only the regional SSTC and knowledge management centres that however cater to internal clients, not to governments as such). For UNICEF, engagement with China is still prospective in terms of financial contributions, and there is almost no further mobilization of resources (excepting the previous Brazil governments).

92. FAO and UNICEF actively contribute to international good practices in close coordination with the UNOSSC (joint publications and events, etc.), focusing on SDG 2 and children’s rights, respectively. Interestingly, while not sharing thematic good practices, IFAD communicates lessons learned in implementing its 2016 approach through its annual SSTC progress reports, which can be useful references for other agencies.

## REVIEW FOR EACH AGENCY

	<p>As SSTC remains rather a modality in larger programmes than a programmatic approach, FAO has not made further strides in building longer-term SSTC-specific partnerships at the country level. Initial plans to create FAO reference centres, largely inspired by the successful WFP Centre of Excellence in Brazil, have not flourished, except for five China-hosted reference centres focusing on food security and related aspects. The latter are pre-existing Chinese institutions that have been designated as FAO reference centres, such as the Foreign Economic Cooperation Centre, the Hunan Hybrid Rice Research Centre, and the Freshwater Fisheries Research Centre. However, these do not have an organic relationship with the FAO SSTC portfolio, but rather serve as advisory boards on issues close to the FAO mandate.</p>
	<p>Inter-agency collaboration is mainly focused on interaction and mutual learning among headquarters in Rome. Evidence emerging from the evaluation’s missions suggests that SSTC itself is not addressed by any mechanism at the country level, although occasionally there is coordination around programmes that might include an SSTC component brought in usually through consultation among Rome-based agencies.</p> <p>Among the agencies analysed for this comparator study, FAO is most advanced in partnering with conventional OECD-DAC donors under the umbrella of triangular cooperation. Japan, the Republic of Korea, the Netherlands and Germany all have provided funding for triangular cooperation using different approaches (trust fund in the case of Japan, projects financed by the Republic of Korea, and more project-based funding by the rest). The mobilized figures tend to be relatively minor in comparison with the large-scale contributions by Southern actors.</p> <p>In this regard, particularly since 2014, FAO has successfully consolidated partnerships with emerging economies and other Southern actors. There are strategic partnerships with China and Brazil. The first leads the FAO-China South-South Cooperation Trust Fund and has recently pledged USD 50 million for a third phase, summing up to a total of USD 130 million contributions since 2009). Brazil maintains a quasi-strategic partnership with FAO in various thematic areas (from school feeding to sustainable cotton), which in up to 2018 was worth more than USD 50 million in Brazilian contributions. Finally, Mexico, Morocco and Venezuela have contributed between USD 5 and 15 million each, for SSTC in different themes and regions. In recent years, FAO has also increasingly supported South-South exchanges among and between parliamentarians, farmers, and city authorities.</p> <p>While FAO is currently analysing its internal lessons learned with a view to launching a new strategy, the organization continues to contribute to international good practice. For example: A thematic good practices publication: “Good Practices in South-South and Triangular Cooperation in the Context of Food Security”, developed jointly by UNOSSC and the Brazil Africa Institute for which FAO contributed good practices. FAO also presented its good practices during the launch event of the publication (November 2020). In addition, the 2019 Strategic Review identifies lessons learned in planning and implementing SSTC ranging from the need for country ownership and methodological flexibility to multi-stakeholder engagements and regional approaches to SSTC support.</p>
	<p>Partnerships with governments have moved forward in the context of the regional SSCT and knowledge management centres, which are framed by letters of intent with the respective host government. However, as stated above, these centres serve internal clients only and therefore do not provide any direct benefit to host governments. There are ongoing conversations with Indonesia and Thailand with a view to future partnership agreements. Compared to other United Nations agencies, IFAD usually maintains a rather loose partnership with central government institutions, by focusing primarily on rural people and their</p>

	<p>organizations, as well as regional and local governments. So far, though, there are no examples of longer-term, strategic engagement with these actors around SSTC.</p> <p>Inter-agency collaboration is mainly focused on interaction and mutual learning among headquarters in Rome. Evidence emerging from the evaluation's missions suggests that SSTC itself is not addressed by any mechanism at the country level, although occasionally there is coordination around programmes which might include an SSTC component brought in usually by one of the Rome-based agencies. Due to its characteristics, IFAD tends to play a less visible role in country-level coordination.</p> <p>So far, IFAD has not reported any further steps taken to engage with conventional OECD-DAC donors in triangular cooperation.</p> <p>Since 2017, partnerships with emerging economies and other Southern actors have primarily focused on the China-IFAD facility launched with an initial contribution of USD 10 million. During the first two calls for proposal, USD 6 million were allocated to a total of 13 projects (on average around USD 460,000 for each project). The third call was conducted in October 2020 and is expected to allocate the remaining resources. Overall, the facility has not yet driven or motivated any other emerging economy to contribute funds, as initially expected. IFAD is currently in internal discussions on the way forward, potentially using a multi-donor trust fund for SSTC as part of the new strategy. It is not clear yet if this would build upon the China-IFAD facility, or entail a different approach to balancing grant and loan components of SSTC support.</p> <p>IFAD has not yet systematized good practices for the global agenda, although it aims to capture good practices in its rural solutions portal, which is also one of the key indicators of the China-IFAD facility. Importantly, the annual SSTC reports provide relevant insights in lessons learned in implementing corporate strategies that might be used as reference for good practices.</p>
	<p>As part of its process leading to a corporate SSTC strategy, UNICEF aims to engage with Southern development cooperation agencies around a more strategic portfolio. Countries include Brazil (ABC), Thailand (TIKA), as well as Morocco and South Africa. However, beyond Brazil there is little progress so far, and most SSTC is still activity based and relatively small scale.</p> <p>Inter-agency collaboration is still limited beyond the global structures (led by UNOSSC) and therefore primarily concentrated on policy and less on operational aspects. This evaluation has only found evidence of SSTC interaction with other United Nations agencies in the Dominican Republic, in relation to social protection and disaster risk management.</p> <p>So far, UNICEF has not reported any further steps to engage with conventional OECD-DAC donors in triangular cooperation modalities.</p> <p>International partnerships with Southern actors are restricted to the China in the World Initiative, described above. One of the key barriers resides in the fact that the UNICEF division hosting SSTC is not directly mandated to build partnerships and/or conduct policy dialogue.</p> <p>UNICEF contributions to international good practices are largely focused on the volumes published by UNOSSC (third volume in September 2020), as well as country-level practices in Brazil ("Trilateral South-South Cooperation – Lessons Learned and Recommendations", 2016). There is relatively scarce information and analysis on the UNICEF SSTC portfolio and the practices emerging from it.</p>

## MEANS OF IMPLEMENTATION

93. This subsection addresses the progress made by the reviewed agencies in providing internal guidance to their respective staff and teams, the use and adaptation of SSTC modalities, as well as the evolution of the financing architecture for SSTC support.

## SUMMARY ANALYSIS

94. Operational guidance is particularly advanced in UNICEF where a 2017 guidance note (admittedly in draft version) provides conceptual and methodological clarity, including through a step-by-step implementation strategy, distribution of roles and templates. FAO is planning to update its 2015 operational guidance largely perceived as outdated. IFAD does not have a proper guidance document for SSTC.

95. All agencies have been consolidating conventional modalities of SSTC and experimenting with new cooperation forms, including through virtual technologies (UNICEF), technology exchange (FAO) or South-South investment promotion (IFAD). UNICEF is the only agency attaching result orientation to each of the modalities in use (as part of the guidance note mentioned above).

96. The financing architecture supporting country-led SSTC is most advanced at FAO where a wide range of Southern and OECD-DAC donors contribute to trust funds, programmes and other financial instruments. Total amounts mobilized by FAO in the past 10-15 years amount to more than USD 300 million. IFAD shows high ambitions to build up on its experience with the China-IFAD SSTC facility (total USD 10 million since 2017) through a multi-donor trust fund to be launched as part of the new strategy in 2021. UNICEF lacks a structured approach to financing SSTC.

## REVIEW OF EACH AGENCY

	<p>FAO has not yet updated the existing operational guidelines (“Quick Guide”, from 2015) but is currently reviewing a new version based on the revised SSTC Strategic Framework and the underlying analysis, highlighting among others the need for “enhancing awareness about the concepts and definitions of SSTC” within FAO. The SSTC office at headquarters sees ample room for further training on SSTC and additional push for mainstreaming, particularly through the SSTC marker explained above.</p> <p>Key modalities include the traditional fielding of experts and technicians, as well as policy dialogues, formal education paths, learning exchanges and institutional collaboration, which have expanded particularly since 2000. In more recent years, according to the 2019 Strategic Review, FAO has increased non-traditional modalities such as technology exchange, public policy engagement/design, as well as active engagement with parliamentarians, local governments and non-state actors, the latter already constituting partners in almost a third of all FAO-supported SSTC.</p> <p>Financing is one of the key strengths of FAO in supporting SSTC as it is mobilized by a relatively large range of Southern and OECD-DAC actors. In recent years, FAO has consolidated its SSTC donor base with different emerging economies contributing multi-million-dollar envelopes to FAO-supported SSTC (see above). Recently, China made its third pledge to the shared South-South Trust Fund, which has created additional expectations towards the FAO role as a lead agency in SSTC. While other United Nations agencies have faced difficulties to diversify SSTC donors beyond China, FAO has not only engaged with numerous emerging economies (Brazil, China, Mexico, Turkey, etc.), but also maintains close partnerships with OECD-DAC donors: According to the 2019 review, triangular cooperation (involving at least one DAC donor) constitutes one third of the SSTC portfolio, showcasing the agency’s capacity to mobilize resources from numerous sources through different instruments and mechanisms. Total amounts mobilized by FAO in the past 10-15 years amount to more than USD 300 million.</p>
	<p>Operational guidance has been developed primarily for mainstreaming SSTC in country programming, particular with a view to assisting and facilitating the work of country directors in incorporating SSTC elements within the COSOP preparation processes. Launched in 2019, these guidelines are fully integrated in the overall operational procedures and guidelines for country strategies, and thereby mandatory. So far there is no further project-related guidance.</p> <p>The main modalities for supporting SSTC have remained stable since 2016. The 2020-2021 Strategic Guidance Note for the China-IFAD Facility articulates four modalities which are also largely in line with the focus taken by the annual SSTC reports: (i) South-South knowledge exchange; (ii) South-South technical cooperation; (iii) promotion of South-South rural investments; and (iv) mainstreaming of SSTC in IFAD development operations. One key modality is the Rural Solutions Portal, which was launched in June 2018 and currently features 53 solutions on all four SSTC themes (gender, youth, climate change and malnutrition). The portal has been used, among others, by Eritrean stakeholders to identify Indian rural solutions in the fishery sector. As stated above, South-South investment promotion – as one of the modalities where IFAD stands out in the United Nations SSTC universe – is high on the political agenda (i.e. board) but has yet to be used more extensively.</p> <p>Since 2016, the financing architecture for SSTC has shifted from grants-only support towards a more ambitious setup including the China-IFAD facility and the ongoing preparations of a multi-donor trust fund for SSTC, as part of the new strategy. It remains unclear whether conversations with donors have advanced beyond China. On the other hand, the regional SSTC and knowledge management centres play an essential role for ensuring financing through IFAD lending operations. Once an SSTC component is included in these, financing would be covered</p>

	as part of the overall loan, i.e. ultimately paid for by the involved partners (usually on the receiving end of SSTC).
	<p>Operational guidance is provided by a 2017 UNICEF Guidance Note on South-South/Horizontal Cooperation, which indicates five basic steps of SSTC “as a programme implementation strategy”: (1) analysis of relevance; (2) design of the engagement/project; (3) implementation; (4) monitoring and evaluation; and (5) communication. In addition, the guidance note clarifies the operationalization of SSC/HC principles, objectives and UNICEF roles at country, regional and headquarters levels, and establishes templates to be followed for project design. So far, the guidance note has become an importance reference for the efforts of the UNICEF SSTC team to continue investing in the SSTC agendas internally. However, its full use depends on further scaling up SSTC engagements, particularly at the supply side which remains a challenge (see above).</p> <p>The guidance note also clarifies definitions and operational implications (rationale, outputs and outcomes) of the eight main modalities UNICEF aims to deploy in support of SSTC: study visits; expert mission (technical assistance); joint programmes; training and workshops; conferences, regional and global meetings; communities of practice, demand-supply/solutions exchange platforms; and webinars. The guidance note is used internally but does not have a mandatory character and indeed remains in a draft version. More ambitious modalities mentioned in the overall strategic framework, such as the technical assistance facility and centres of excellence are not further addressed in operational terms.</p> <p>Financing remains limited at UNICEF, and no structured approach has been developed so far. Most activities are funded as part of larger conventional programmes and therefore remain relatively small in scale. Ongoing engagement processes with emerging economies such as Thailand, Morocco and South Africa might provide future opportunities for larger-scale financing instruments and mechanisms.</p>

## RESULTS AND DELIVERABLES

97. The next pages briefly discuss the manners in which the compared agencies have captured and communicated results and deliverables that have been key to successful policy implementation.

### SUMMARY ANALYSIS

98. None of the agencies reviewed has a monitoring and evaluation system that allows them to capture and communicate results from SSTC. The Rome-based agencies refer to ongoing joint work on preparing tools for results and impact measurement and monitoring and evaluation, which, once decided upon, would be implemented by the respective agencies.

99. Anecdotal evidence is being shared by all organizations through reviews and reports, with IFAD potentially being most active and updated through its annual SSTC progress reports.

100. Results of the policy implementation are available in the IFAD annual reports, while FAO and UNICEF have not shared yet further details on their efforts of strategy implementation.

### REVIEW OF EACH AGENCY

	<p>FAO does not track nor report development results of its SSTC systematically at this stage but is awaiting the tool on impact measurement/monitoring and evaluation currently being developed by the Rome-based agencies inter-agency working group.</p> <p>The 2019 Strategic Review lists numerous SSTC initiatives for which in some cases results are briefly described (“contributed to raising the issues of hunger, food security and nutrition high in policy agendas”, “capacity of civil society and other stakeholders was enhanced to engage in policy dialogues”, “enhanced national and regional capacities in the formulation of sectoral and cross-sectoral policies”, etc.). These results tend to be aligned with the strategic SSTC objectives of the former FAO strategic framework and are benefitting the three stakeholder groups established therein.</p> <p>Results related to policy implementation are not yet publicly available but can be expected as part of the evaluation of the FAO SSTC work (2012-2021) planned in 2021. Overall, it seems apparent that FAO has made substantial advances on several fronts, particularly in financing, partnerships, and reporting.</p>
-------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	<p>IFAD does not track nor report development results of its SSTC systematically at this stage but is awaiting the tool on impact measurement/ monitoring and evaluation currently being developed by the Rome-based agencies inter-agency working group.</p> <p>Initial hints to results are available in the annual SSTC reports, although at a rather diffuse level: new and ongoing SSTC projects are described in terms of objectives and involved stakeholders, mostly rural people (smallholder farmers' associations, youth entrepreneurs, woman farmer leaders).</p> <p>In contrast, results related to the implementation of the SSTC approach are well documented, for instance in terms of mainstreaming in country planning, creation of new regional centres, use of the Rural Solutions Portal, new partnerships (with Brazil, China), etc.</p>
	<p>UNICEF does not yet track nor report development results of its SSTC systematically but has published in different occasions brief descriptions of SSTC projects and good practices emerging from these, including in the strategic publication itself.</p> <p>As the initial UNICEF approach is very recent (2019) and the Fund is currently preparing a full-fledged strategy, it is still early to review potential results emerging from this evolving corporate framework.</p>

## COMMUNICATION

101. Focus of this final subsection is on the external/public and in-house communication efforts that comparator agencies have engaged in as part of their policy implementation.

### SUMMARY ANALYSIS

102. FAO and IFAD communicate to external partners proactively on their SSTC-related initiatives and activities, including through dedicated SSTC sections on the corporate websites.

### REVIEW OF EACH AGENCY

	<p>The office for SSTC launched a new series of newsletters in June 2019 which are to be published every two months. The newsletter has one focus issue, for instance related to funding (the Japan Trust Fund and the China SSTC Programme).</p> <p>In addition, FAO maintains an active SSTC section on its website where news is published on an approximately weekly basis, often related to the FAO-China Fund (<a href="http://www.fao.org/partnerships/south-south-cooperation/news/en/">http://www.fao.org/partnerships/south-south-cooperation/news/en/</a> )</p>
	<p>The main communication avenue for IFAD is the annual SSTC report, which provides in-depth insights into its policy and programme implementation.</p> <p>There is also a dedicated SSTC section on the IFAD website, which features news and stories updated roughly every month.</p>
	<p>UNICEF headquarters mainly communicates through publications with or at UNOSSC, in a relatively static manner. However, particularly the country office in China is also proactively sharing news and stories (<a href="https://www.unicef.cn/en/what-we-do/south-south-cooperation-for-children">https://www.unicef.cn/en/what-we-do/south-south-cooperation-for-children</a> ), while the country office in Brazil has published good practices documents and other SSTC-related analyses/studies.</p>

# Annex IX Thematic Mini Case Studies

## Introduction and overview

The four “mini” case studies were informed by document review, interviews with WFP staff at headquarters level, and by the 12 country reviews (remote missions and desk reviews “plus”). The purpose of the cases studies was to explore similarities and differences between the use of and support for SSTC in the areas of social protection (including school feeding); nutrition; SAMS; and emergency preparedness and response. Table 2 below summarizes observations along selected dimensions across the four areas. The full mini case studies are included below the table.

**Table 2 Comparison of selected characteristics of South-South and triangular cooperation integration in the four thematic areas**

Issue	Social protection including school feeding	Nutrition	SAMS	Emergency preparedness and response
Indicative % of documented SSTC initiatives 2015-2020 (n=132) <sup>26</sup>	69 (52%)	32 (24%)	16 (12%)	15 (11%)
SSTC mentioned in or missing from which relevant policy or strategy documents?	Mentioned in: <ul style="list-style-type: none"> <li>• 2012 Update on WFP’s Safety Nets Policy</li> <li>• 2013 Revised School Feeding Policy</li> <li>• 2020-2030 School Feeding Strategy</li> </ul> Not mentioned in the 2011 Cash and Voucher Policy Update	Mentioned in: <ul style="list-style-type: none"> <li>• 2017 Nutrition Policy</li> </ul>	Mentioned in: <ul style="list-style-type: none"> <li>• 2017 Pro-Smallholder Food Assistance Strategy<sup>27</sup></li> </ul>	Mentioned in: <ul style="list-style-type: none"> <li>• 2011 Disaster Risk Reduction and Management Policy<sup>28</sup></li> </ul> 2017 Climate Change Policy Not mentioned in the 2017 Emergency Preparedness Policy
SSTC reflected in or missing from corporate thematic reports and evaluations?	Mentioned in: <ul style="list-style-type: none"> <li>• 2017 Impact Evaluation of the CoE Brazil</li> <li>• 2019 Evaluation of the Update of WFP’s Safety Nets Policy</li> </ul>	Mentioned in: <ul style="list-style-type: none"> <li>• Impact Evaluation of the CoE Brazil (2017)</li> </ul>	Not mentioned in the 2019 APR smallholder thematic report	Not mentioned in the 2019 Strategic Evaluation of WFP’s Capacity to Respond to Emergencies

<sup>26</sup> Initiatives were counted only once even though, as was the case in several instances, they were relevant in relation to two or even three thematic areas, such as both social protection (school feeding) and nutrition. The evaluation team categorized initiatives based on the team’s assessment of its primary thematic focus. The count and relative distribution of initiatives is therefore indicative rather than precise and comprehensive.

<sup>27</sup> The policy mentions the SSTC Policy as part of the normative framework for supporting smallholders, there is no further indication on the role mutual learning and support among developing countries might play to achieve the Strategy’s results.

<sup>28</sup> Currently lacks an updated policy.

Issue	Social protection including school feeding	Nutrition	SAMS	Emergency preparedness and response
	<ul style="list-style-type: none"> <li>Strategic Evaluation of School Feeding Contribution to the SDGs (ongoing)</li> </ul> Not mentioned in the 2014 Evaluation of WFP's Cash and Voucher Policy 2008-2014	Not mentioned in the 2015 Evaluation of the 2012 WFP Nutrition Policy <sup>29</sup>		
Strategic or operational guidance on SSTC for specific area developed including related tools	Not corporately. Sub-thematically: School feeding materials developed (CoE Brazil). Regional: Step-by-Step Guide to Mainstreaming SSC in Social Protection Programmes (RBP)	2019 Strategy for how to scale up SSC in Nutrition Series of related webinars for all regions conducted	Neither corporately nor regionally	Checklist on SSC cooperation expertise areas for climate change adaptation <sup>30</sup>
Leadership role for SSTC played by (besides Global SSTC team)	CoE Brazil COs School feeding teams at HQ and RBs	Nutrition team at HQ Country offices	Country offices CoE China	Country offices Some RBs
Summary: is there a clear WFP overall approach to SSTC in this area?	<ul style="list-style-type: none"> <li>Not for social protection overall.</li> <li>For school feeding: informally through CoE Brazil leadership/history of engagement.</li> <li>Regionally in RBP.</li> </ul>	Emerging and guided by corporate strategy for mainstreaming SSTC in nutrition work	Not yet	No yet. Potentially emerging in relation to climate change adaptation

Source: Evaluation team.

<sup>29</sup> 2017 Nutrition Policy has not yet been evaluated

<sup>30</sup> Accompanying the Climate and Disaster Risk Reduction Programme Unit's capacity development strategy and workplan.

# Thematic case study: social protection including school feeding

## Organizational and policy environment

103. The social protection agenda<sup>31</sup> cuts across and is being addressed by several WFP programmatic areas, in particular social protection and safety nets, but also school-based programmes, cash-based transfers, vulnerability analysis and mapping, and nutrition.

104. SSTC has been reflected in several relevant WFP policies and strategies, as early as the 2012 Update on WFP's Safety Nets Policy and the 2013 Revised School Feeding Policy, as well as, subsequently, the 2015 Policy for Building Resilience for Food Security and Nutrition, and the [School Feeding Strategy \(2020-2030\)](#). Policy documents focus on the role of South-South cooperation especially in stable, higher-capacity contexts with highly shock-responsive social protection systems. SSTC is not reflected in the 2011 Cash and Voucher Policy Update or the 2008 Cash and Voucher Policy.

105. The role of SSTC in relation to the social protection work of WFP has been explored in several corporate evaluations, including an impact evaluation of the Brazil Centre of Excellence in 2017, the 2019 Evaluation of the Update of WFP's Safety Nets Policy, and the currently ongoing Strategic Evaluation of School Feeding Contribution to the Sustainable Development Goals. It was not addressed in the 2014 Evaluation of WFP's Cash and Voucher Policy 2008-2014.

106. Throughout the review period, programmatic units at WFP headquarters have regularly contributed good practice examples of WFP-facilitated SSTC in social protection to internal newsletters and "SSTC snapshot" documents compiled by the SSTC team at headquarters, and to United Nations system-wide reports.<sup>32</sup> Headquarters-based teams led on incorporating SSTC in the above-mentioned normative frameworks but played a limited role in developing SSTC-related operational guidance with focus on social protection issues. The WFP Safety Nets Guidelines<sup>33</sup> acknowledge that SSTC can help WFP showcase successes of social protection and safety systems in middle-income countries. Toolboxes accompanying the guidelines do not provide practical guidance on the "how" of SSTC in relation to social protection work. At the regional level, the Panama Regional Bureau (RBP) created a "Step-by-Step Guide to Mainstream South-South Cooperation in Social Protection Programmes in the RBP Region", complementing the 2019 Social Protection Strategy for the Latin America and Caribbean region, which also highlights SSTC as a relevant modality of WFP work. To the evaluation team's knowledge, no similar guidance has been developed in other regions. The Brazil Centre of Excellence has produced a wealth of publications and good practice examples that are available through its website.<sup>34</sup> There is no information, however, on the extent to which these materials have been systematically disseminated among or used by WFP officers working on social protection. Several consulted WFP staff at regional bureau and country office levels reported that they had regularly attended the annual Global Child Nutrition Forum co-organized by the Brazil Centre of Excellence. Corporately, there do not appear to have been other SSTC-related capacity development opportunities for WFP staff that would be specific to social protection.

---

<sup>31</sup> Social protection refers to the broad set of arrangements and instruments designed to protect members of society from shocks and stresses over their lifecycle. One element of social protection systems are safety nets, i.e., non-contributory transfers to people vulnerable to or living in poverty, malnutrition or other forms of deprivation, though, e.g., unconditional cash transfers, food and in-kind transfers, and school feeding. Source: 2019 Evaluation of the Update of WFP's Safety Nets Policy, p.8.

<sup>32</sup> For example to the UNOSSC compiled publication on *Good Practices in South-South and Triangular Cooperation for Sustainable Development – Volume 3* (2020). This is available at: [Good-Practices-in-SSTC-for-Sustainable-Development-Vol.-3-2020-Digital-Light-FINAL.pdf \(unsouthsouth.org\)](#)

<sup>33</sup> WFP (2018). WFP Safety Nets Guidelines. March 2018.

<sup>34</sup> Available at: <https://centrodeexcelencia.org.br/en/>

107. The 2020 School Feeding Strategy is the only policy document that explicitly addresses the envisaged division of labour among different WFP units/entities in relation to SSTC, albeit without providing much detail beyond noting that the WFP Centre of Excellence in Brazil “will play a leading role in the implementation of this objective, in partnership with other Centres in China and Côte d’Ivoire, and regional bureaux”.

## Social protection engagement in South-South and triangular cooperation

108. Social protection, in particular school meals programmes, is the oldest and, so far, largest area of SSTC engagement undergone by WFP.<sup>35</sup> The WFP Centre of Excellence in Brazil spearheaded much of the initial WFP SSTC work, and stakeholder consultations across regions indicate that for many WFP staff, engagement in SSCT has, until a few years ago, largely been synonymous with the Centre of Excellence’s work. (See textbox.)<sup>36</sup>

109. Thematic sub-areas addressed through WFP-facilitated SSTC are, besides (home-grown) school meals, improving the effectiveness and efficiency of social protection systems/programmes, including through cash-based transfers and tailored information systems; nutrition-sensitive social protection platforms; and shock-resistant, emergency-responsive social protection systems.<sup>37</sup>

110. The results of WFP-supported SSTC initiatives are most extensively documented in relation to school feeding. The 2017 [Impact Evaluation of the Centre of Excellence in Brazil](#) acknowledged the centre’s

contributions to mobilizing support and developing capacities key to sustaining nationally owned home-grown school feeding programmes, and to bring about relevant changes in policies and institutional frameworks across partner countries. Also, through its long-standing collaboration with and support to the African Union, the Centre of Excellence also helped create a more conducive regional environment for school meals and social protection efforts.<sup>38</sup>

111. Table 3 below presents illustrative recent examples of WFP-facilitated SSTC in social protection that derived from data collected as part of the remote country missions and country desk reviews conducted for this evaluation.<sup>39</sup>

### The Centre of Excellence Brazil

Established in 2011, the Brazil Centre of Excellence has built a reputation as a global leader in providing advocacy and technical support to countries and regional partners. While initially exclusively focused on school feeding, the centre has, in recent years, expanded its portfolio to encompass nutrition, smallholder farmer support, and social protection beyond school meals. To date, 47 countries have benefitted from Centre of Excellence’s support.

While having been active around the world, the Centre of Excellence’s work has focused on the Africa and Latin America and Caribbean regions, and most host governments in these regions have engaged in one form or another with the centre. Its service offer encompasses: 1) technical and advisory services (for example, supporting countries in programme and policy development; 2) partnerships promotion (for example, supporting regional networks; 3) advocacy (at global, regional and country levels); and 4) knowledge services (for example, through research and publications).

The centre’s work is fully funded by the Government of Brazil (primarily the Ministries of Education and of Health), with additional project funding having, at times, been received from bilateral donors, philanthropic foundations, and the private sector.

<sup>35</sup> The 2015 WFP Annual Performance Report (p.14) marks school meals and social protection as the main areas of SSTC supported by WFP up to that point.

<sup>36</sup> The 2016 Evaluation of WFP’s Policy on Capacity Development Update (¶35) notes that “the WFP Centre of Excellence against Hunger in Brazil constitutes the largest and most systematized mechanism of WFP’s support for South-South cooperation”.

<sup>37</sup> See also thematic case study on emergency preparedness and response.

<sup>38</sup> For example, by supporting the creation of the African Union’s school feeding thematic cluster and informing the Continental Education Strategy for Africa 2016-2025 (CESA 16-25) in relation to school meals. For further information, see, for example, the [Centre of Excellence’s 2020 report on its partnership with the African Union](#).

<sup>39</sup> The table does not intend to provide a comprehensive overview of the extensive number of SSC initiatives in social protection (and especially school feeding) that WFP has supported before and during the review period, but deliberately focuses on illustrative examples emerging from the remote country visits and desk reviews “plus” as these tended to be

**Table 3 Examples of WFP-facilitated South-South and triangular cooperation in social protection derived from remote country missions and desk-reviews plus conducted for this evaluation)**

Examples	Level/Type of SSC Results		
	Advocacy & policy	Expertise & knowledge	Local solutions
<b>Kenya/Brazil/various other countries including Namibia and Zambia:</b> Kenya has both as a “recipient” and “provider” of knowledge on home-grown school feeding. In 2018, with support from the Brazil CoE, Kenya, approved a new National School Meals and Nutrition Strategy that is widely considered an example of good practice.	✓	✓	
<b>Benin/Brazil:</b> The CoE Brazil has provided financial and technical assistance to Benin since 2014 for the development and implementation of its school feeding programme, including the development of Benin’s National School Feeding Policy in 2014 and a related action (2016). The CoE continued to support Benin, with added focus on resource mobilization and linking the programme to local producers. <sup>40</sup> In 2020, the Government of Brazil, WFP country office and the WFP Regional Centre of Excellence against Hunger and Malnutrition in Côte d'Ivoire (CERFAM) discussed models of school feeding in Benin and Cote d'Ivoire, with the objective of developing a “mixed model” based on experiences of the two countries, to be shared with other countries in the region.	✓	✓	(✓)
<b>Burundi/Brazil:</b> Burundi’s National Nutrition Programme in three provinces (2014) was informed by a 10-day study visit to Brazil (facilitated by the CoE Brazil) in the same year. In 2017, the Government of Burundi and the CoE agreed on a two-year action plan for further CoE support to help establish a school feeding department in the Ministry of Education (MoE). The CoE also assisted with the development of a National School Feeding Policy (2018). The MoE, with support from the WFP country office and the CoE Brazil, then began preparation of an implementation and resource mobilization strategy for the policy. The CoE facilitated participation of Burundi government officials in the Global Child Nutrition Forums 2018 and 2019. Burundi’s school feeding programme expanded from 3 out of 18 provinces in 2014 to 7 in 2018.	✓	✓	
<b>Egypt/Libya:</b> In 2018, the Libyan Ministry of Education (MoE), with support from the Libya country office and based on a recommendation from the regional bureau in Cairo (RBC), approached the Government of Egypt – facilitated by the Egypt country office - to learn from Egypt’s experience in school feeding. Following a study visit to Egypt, the MoE formally approached the Libya country office for support to implement a pilot school feeding programme in southern Libya and for providing technical assistance to help develop a formal and long-term approach to a school feeding programme. Subsequently, WFP Libya also supported the conduct of a nutrition-sensitive training of trainers for 65 MoE officials, which was led jointly by the Egypt country office and the Egyptian National Institute for Nutrition.	✓	✓	
<b>Bangladesh/Brazil/India:</b> During the 2012-2017 period, Bangladesh received technical support from Brazil (through the CoE), resulting in a shift from the provision of biscuits to the introduction of hot meals in schools. A National School Meals Policy (2019) was informed both by the collaboration with Brazil, as well as by exchanges with India (2017 and 2019). Since 2017, Bangladesh has also been a provider of knowledge/experience on school meals in exchanges with Sri Lanka and Bhutan, and as an active member of the South Asian School Feeding Network, the (informal) regional platform of the Global Child Nutrition Forum.	✓	✓	
<b>Zimbabwe/Brazil:</b> The CoE Brazil has supported the Government of Zimbabwe since 2014, including in relation to the development of Zimbabwe’s Home-Grown School Feeding Strategy and related implementation plan (2017). As of 2018, the programme had been rolled out to most of the country’s schools.	✓	✓	

the ones for which the evaluation was able to validate and/or elaborate not only output but also (potential) contributions to outcome level results.

<sup>40</sup> Including through the CoE Brazil’s *Beyond Cotton* program that Benin is engaged in since 2020.

Examples	Level/Type of SSC Results		
	Advocacy & policy	Expertise & knowledge	Local solutions
<b>Malawi/Brazil:</b> Collaboration between Malawi and the CoE Brazil started in 2012, before the review period, and continued to around 2018 with the CoE providing technical and financial support to the development and implementation of a home-grown school feeding programme, including the development of Malawi's National School Health and Nutrition Policy (2015).	✓	✓	

Examples	Level/Type of SSC Results		
	Advocacy & policy	Expertise & knowledge	Local solutions
Malawi's participation in the Purchase from Africans for Africa (PAA) Programme <sup>41</sup> contributed to expanding links of the school meals programme to local markets.			
<b>Dominican Republic/Barbados/Chile/Colombia/Mexico/Peru:</b> Regional knowledge exchange on shock-responsive social protection, including through study and field visits, virtual exchanges, regional workshops, and policy dialogue (since 2019-present).	✓	✓	

Source: Evaluation team.

112. Based on information deriving from data collected for the evaluation<sup>42</sup> WFP support to SSTC related to social protection indicates the following tendencies:

- An expanding SSTC portfolio from an initial focus on school meals programmes to increasingly addressing broader social protection issues and their interlinkages, especially in relation to smallholder support and local markets
- Considerable successes in influencing policy and advocacy around social protection at global (for example, through the Global Child Nutrition Forum), regional (for example, through the Brazil Centre of Excellence's collaboration with the African Union) and country levels (through advocacy and technical assistance, often, but not exclusively, provided by the Brazil Centre of Excellence. As illustrated in the example above and documented for many other countries, WFP-supported SSTC frequently contributed to the development and approval of national policies, action plans and programme documents especially in relation to school feeding<sup>43</sup>
- Considerable successes in strengthening partner countries' technical/institutional capabilities in relation to developing or improving, implementing and expanding, and mobilizing resources for national social protection programmes, especially in school feeding
- There is less evidence of SSTC initiatives directly influencing community/grassroots level capacity. While communities are the ultimate beneficiaries of the social protection systems strengthened through WFP-facilitated SSTC, and while they have been, for example, deeply involved in the actual implementation of school feeding programmes that were informed by South-South exchanges, they were

#### WFP-supported peer learning networks and knowledge sharing

Examples of forums and events facilitating South-South exchange around social protection that have been supported by WFP (Brazil Centre of Excellence, regional bureaux and country offices) are the annual Global Child Nutrition Forum,<sup>44</sup> the Pan-African School Feeding Network, the West Africa School Meals Network, the African Union School Feeding Cluster (since 2017), as well as the South Asian School Feeding Network (since 2016).

WFP has also supported the production of various studies and reports geared towards facilitating regional and/or global knowledge exchange on social protection issues. Recent examples include a research study for the African Union Commission, convened by the Brazil Centre of Excellence and the WFP Africa Office, on school feeding's impact on inclusive, quality education in African Union countries (2016); an overview report on home-grown school feeding programmes in West and Central Africa facilitated by the regional bureau in Dakar (RBD) (2017); [Case studies on social protection and food and nutrition security](#) developed by the Brazil Centre of Excellence and the Economic Policy Research Institute (2018).

<sup>41</sup> PAA is a joint initiative of the Brazilian government, FAO, DFID, and the WFP and has been implemented in Malawi, Senegal, Mozambique, Niger, and Ethiopia from 2012-2018.

<sup>44</sup> The forum has been held since 1997. In 2020, due to the COVID-19 pandemic, it was [conducted online](#) rather than in person.

rarely involved in actual exchange activities such as study tours or training/mentoring through deployed experts

- Modalities for SSTC often included (initial) study visits, which were in most cases complemented by subsequent technical assistance/expert deployment, policy dialogue, and supported through national, regional or global knowledge exchange and peer-learning networks. (See textbox.)
- Most SSTC activities engaged government actors, both at strategic and technical levels.

## Emerging results

- New or expanded, nationally owned social protection programmes, especially for school feeding, that reach increasing numbers of direct beneficiaries (children), and that have (or have the potential to create) positive indirect effects such as for smallholder farmers and others supplying the respective programme
- National, regional and global networks constituting an enabling environment for continued progress in social protection measures and providing country-level actors with access to expertise and advice
- More effective, efficient, and shock-resistant social protection programmes, for example, through the use of new technologies/modalities.

## Factors influencing results/lessons learned

### Factors

- **Brazil leadership role:** The technical and financial contributions by the Government of Brazil through the WFP Brazil Centre of Excellence have facilitated spearheading WFP experiences and reputation in SSTC and establishing the centre's (and, in consequence, the organization's) strong reputation for supporting countries in social protection. In the recent past, the Brazil Centre of Excellence has faced some challenges due to the current Brazilian government placing comparatively limited emphasis on the SSTC agenda.
- **Limited/fragmented headquarters leadership role for integrating SSTC into social protection:** To date, SSTC considerations are integrated into several relevant policy frameworks, but headquarters units have not (yet) developed related corporate operational guidance. In relation to school feeding, the Brazil Centre of Excellence's leadership role has allowed the "organic" development of a coherent WFP approach that is supported by the school feeding team at headquarters, and thematic officers at regional bureau and country office levels. For social protection overall, there is no corporate or organizational wide leadership. While the regional bureau in Panama has been proactive in developing related guidance, this is focused on the Latin America and Caribbean region.
- **Country interest in SSTC for social protection:** Host government interest in learning from relevant other countries about social protection solutions has remained strong throughout the review period. Evolving global crises and threats, including COVID-19, continue to pose new demands and thereby further growing interest among some countries in learning about shock resistant social protection systems.
- **Focus on stable, high-capacity contexts:** The existence of nationally owned social protection systems is closely linked to relatively stable political and economic contexts and national technical capacity.

---

<sup>43</sup> The 2019 Evaluation of the Update of WFP's Safety Nets Policy noted, for example, that by the end of 2018, the CoE Brazil had supported over 30 countries, 21 of which had developed action plans for developing national school feeding programmes.

<sup>44</sup> The forum has been held since 1997. In 2020, due to the COVID-19 pandemic, it was [conducted online](#) rather than in person.

- **Comparatively strong monitoring and evaluation:** WFP-facilitated SSTC initiatives in relation to social protection are relatively well documented primarily through the Brazil Centre of Excellence’s work and some corporate evaluations. However, many (country-level) WFP reports tend to focus on SSTC activities and outputs without exploring higher-level results or analysing the role of SSTC within broader WFP programming.

### Lessons learned

- **Results take time:** In several countries, tangible results such as the adoption of national policies or action plans only emerged after several years of South-South cooperation that involved not only sharing of relevant experiences, such as through study visits, but also subsequent hands-on technical support.
- **SSTC opens the door for targeted technical assistance:** Documented examples of WFP-facilitated SSTC initiatives that led to tangible results, such as in terms of developing and implementing new/improved social protection programmes or related policy, typically involved long-term and systematic technical assistance to host government actors. In some cases, this technical assistance was delivered by the South-South cooperation “provider” and, as such, constituted part of the South-South exchange, in other cases technical assistance was provided by the respective WFP country office<sup>45</sup> based on related demand created through the exchange.
- South-South cooperation “recipient” countries are increasingly (also) looking to countries in the same region to learn from their experience (for example, in relation to school feeding, the roles of both Kenya and Bangladesh evolved from predominantly receiving advice and assistance from Brazil to becoming SSTC “providers” to neighbouring countries).

---

<sup>45</sup> and thus constituted more traditional country capacity strengthening rather than still being part of the SSTC initiative.

# Thematic case study: nutrition

## Organizational/policy environment

113. Since 2015, SSTC has been increasingly positioned as an element of WFP work on nutrition. The 2017 Nutrition Policy identifies SSTC as a key instrument to develop the nutrition capacities of governments and WFP partners to prioritize food security and nutrition. In 2019, the Nutrition Division (OSN) at headquarters developed a tailored strategy for how to scale up SSTC in nutrition<sup>46</sup> that defines what SSTC is and how it is promoted by WFP and describes how SSTC can specifically support WFP programming in nutrition. The thematic strategy, which is the first of its kind in WFP, analyses the main challenges that need to be addressed to successfully integrate SSTC in the implementation plan of the Nutrition Policy (2017-2021), and describes the envisaged division of labour for strategy implementation between the SSTC Global Coordination Function, the Nutrition Division at headquarters (OSN), regional bureaux, country offices, and the WFP Centres of Excellence. (See also textbox.)

114. In January 2020, the Nutrition Division, in collaboration with the SSTC team at headquarters and regional bureaux, held a series of webinars in all five regions that reached 108 attendees from 32 country offices. Each webinar covered the basic definitions and an overview of the Nutrition SSTC Strategy, presentations from country offices to showcase successful SSTC examples; and forward-looking discussions of future opportunities for SSTC in nutrition. The webinars contributed to familiarizing regional nutrition advisers, who are expected to disseminate the Nutrition SSTC Strategy among the nutrition workforce, and their teams with the topic of SSTC and with the SSTC team at headquarters who presented during the events.<sup>47</sup>

115. The role of SSTC in relation to the WFP nutrition agenda has been, to some extent, explored in the context of the Impact Evaluation of the Brazil Centre of Excellence (2017), albeit with focus on the Centre of Excellence's work.

Nutrition-related SSTC was not addressed in the 2015 evaluation of the previous (2012) WFP Nutrition Policy, and there has not yet been an evaluation of the current (2017) Nutrition Policy.

### **Nutrition SSTC Strategy (2019) vision, objectives and results**

**Vision:** By 2021, South-South and triangular cooperation is systematically integrated in WFP nutrition's work as a technical assistance and advocacy modality to promote knowledge-sharing, strengthen national nutrition capacities, scale up local nutrition innovations and promote country ownership of nutrition interventions to achieve SDG 2.

**Objective:** South-South and triangular cooperation is contributing to achieving greater impact in WFP work on nutrition by integrating SSTC systematically as a modality for technical assistance and advocacy in the operationalization of the Nutrition Policy (2017-2021) (in alignment with WFP country strategic plans)

**Results:** Regional bureaux and country offices are supported in adopting SSTC as an additional modality; strengthened technical assistance and advocacy on nutrition promoted by WFP Centres of Excellence to governments.

**Implementation of the strategy** encompasses the four pillars of: 1) SSTC engagement; 2) knowledge management; 3) trainings for country offices to support SSTC initiatives; and 4) partnerships and resource mobilization.

## Nutrition-related engagement in South-South and triangular cooperation

116. As of 2019, 50 percent of the country strategic plans and interim-country strategic plans featured SSTC in relation to nutrition as a modality of capacity strengthening to governments and to national and local civil society organization.<sup>48</sup> As noted in the Nutrition SSTC Strategy (2019), however, until now, documentation of South-South exchanges in the area of nutrition has been minimal and largely focused on capturing activities and outputs and, especially on the side of "provider" countries,

<sup>46</sup> WFP (2019). Expanding WFP Nutrition's engagement in South-South Cooperation. Defining the Vision for 2019-2021.

<sup>47</sup> Following the webinars, at least two country offices per region submitted concept notes indicating their key priorities for 2020 in relation to nutrition and how SSTC could help with operationalizing them. Source: Report on webinars, January 2020.

<sup>48</sup> Nutrition SSTC Strategy, p.8.

there are no common mechanisms to follow up on exchanges with recipient country delegations or otherwise track whether and how solutions shared receive uptake.

117. Thematic sub-areas addressed through nutrition-related SSTC initiatives include: food processing, fortification, and production; nutrition-sensitive social protection including home-grown school meals; innovative approaches to address malnutrition and prevent stunting; HIV and nutrition; and food security and nutrition analysis and monitoring.

118. Table 4 below summarizes relevant examples of nutrition-focused SSTC initiatives highlighted through the seven remote field missions and five country desk reviews. Please note that nutrition results embedded in school feeding initiatives are discussed in the thematic case study on social protection and are not captured below. In many cases, WFP-supported SSTC initiatives combined social protection (school feeding) and nutrition dimensions.

**Table 4 Examples of WFP-supported South-South and triangular cooperation initiatives in nutrition deriving from remote field missions and country desk reviews conducted for the evaluation**

Examples	Level/Type of SSTC Results		
	Advocacy & policy	Expertise &	Local solutions
India has been a significant provider – including for neighbouring countries such as Bangladesh and Sri Lanka - but also a recipient of knowledge and experience in relation to rice fortification. For example, in 2019 a study to Costa Rica informed India’s current preparatory process of mandatory fortified rice.	✓		
In Bangladesh, WFP-supported exchanges with peers in the region, including India, helped to build political momentum to improve rice fortification. Bangladesh shared its experience in rice fortification with delegations from Bhutan and Sri Lanka.	✓		
In Sri Lanka, WFP-facilitated exchanges with Bangladesh, India and China helped the Government to scale-up its production of fortified rice and to successfully advocate for its inclusion in the national social safety net programmes. A request from Sri Lanka’s Ministry of Health to use fortified rice in the national social safety nets, including school meal programmes, was approved by the Cabinet of Ministers of Sri Lanka in 2018.	✓	✓	(✓)
Also in Sri Lanka, following a study visit to a newly established Super Cereal Plus production facility in Rwanda, Sri Lanka’s Thriposha factory is now planning to put in place the same quality control system for the Super Cereal Plus production process as used in Rwanda.		✓	
WFP country offices in Libya and Egypt, following a request from the Libyan Ministry of Education, helped facilitate the conduct of a nutrition-sensitive training of trainers for 65 Libyan MoE officials developed and jointly provided by the Egyptian National Institute for Nutrition and the Egypt country office. The exchange built on the already established partnership between Egypt and Libya around school feeding. As early as 2015, the Centre of Excellence in Brazil had already supported the Government of Libya in developing a national nutrition action plan.	✓	✓	
The Dominican Republic’s shift of all public purchases of rice to fortified rice was informed by Peru’s experience in this regard. <sup>49</sup>	✓		

Source: Evaluation team.

119. Besides supporting bilateral exchanges between countries, WFP regional bureaux and country offices have also facilitated nutrition-related knowledge exchange at regional and subregional levels through, for example, the [Cost of Hunger in Africa study series](#) (2004-ongoing),<sup>50</sup> WFP regional bureaux

<sup>49</sup> Peru has been both a provider and recipient in South-South exchanges on nutrition. The same applies to Colombia.

<sup>50</sup> The series is continental initiative led by the African Union Commission and supported by various partners including WFP. It aims at estimating the social and economic impacts of child undernutrition in Africa on health, education, and

and country offices have supported host government representative participation in the annual Global Child Nutrition Forum; and the organization of regional peer learning forums and workshops such as on nutrition & HIV and social protection (organized in 2016 by the regional bureau in Johannesburg (RBJ) nutrition and HIV unit with representatives from Tanzania, Mozambique, Lesotho and Malawi) or on country experiences with the “Fill the Nutrient Gap” analysis of WFP in Asia (organized in 2018 by the regional bureau in Bangkok (RBB)).

120. Overall, data collected for this evaluation point to the following tendencies in WFP support to SSTC in nutrition:

- SSTC initiatives in nutrition have most frequently contributed to changes in advocacy and related policy development, including the preparation of action plans. Advocacy efforts have largely focused on government decision makers but, in some cases, also addressed actors such as rice producers/millers.
- Several SSTC initiatives have also led to strengthening the technical expertise of involved institutions, organizations and/or individuals, including both the acquisition of relevant knowledge as well as information about and/or access to new technology.
- Results in terms of local solutions being introduced or scaled up at the community level are less frequently documented. Nutrition-specific SSTC activities have focused on government actors and selected technical partners including from the private sector, with less, if any, involvement of community-level actors or non-government organizations.
- Until now many SSTC initiatives in nutrition have occurred in a spontaneous/ad-hoc manner based on arising opportunities and often limited to one-off exchanges. Most documented nutrition-related SSTC initiatives either included or solely consisted of one or more study tours but there are also examples of complementary approaches used, such as expert deployment and workshops/trainings facilitated by “provider” country experts, and WFP-supported peer learning networks.

121. Emerging results (including not explicitly planned ones) relate to:

- Increasingly comprehensive and holistic national approaches to nutrition issues, for example, in relation to making grain fortification mandatory or expanding it to government-led social protection programmes such as school meals
- New technologies or processes being introduced, contributing to more effective and efficient public service delivery, for example in relation to Super Cereal Plus production
- Cross-country networks being built at (sub)regional levels, for example, in South Asia and the Latin America and Caribbean region in relation to grain fortification that facilitate ongoing knowledge exchange and support
- Positioning or confirming WFP as partner of choice for the host government in nutrition, with host governments in the lead and driving the agenda based on insights gained or deepened through exchanges with partner countries.

## Factors influencing results/lessons learned

### Factors

- **WFP country office capacity:** Until recently, the role of WFP country offices in supporting and facilitating nutrition-related SSTC was negatively affected by a lack of awareness and skills among country office staff to capture related country needs, identify relevant SSTC opportunities with the host government and broker SSTC exchanges.<sup>51</sup> Another challenge derived from the absence of an

---

labor sectors. So far, 21 countries have completed the study the findings of which have provided sound evidence to inform policy dialogue and advocacy around preventing child undernutrition.

<sup>51</sup> The Nutrition Strategy for SSTC engagement notes (p. 8) that by 2019 most WFP nutrition officers had limited experience in brokering SSTC initiatives even though 73 percent of WFP country offices reported to have facilitated some form of SSTC initiatives.

internal knowledge-sharing system that would allow country offices to tap into an overview of country demands and SSTC opportunities to help them implement their country strategic plans.

- **Headquarters leadership:** The development of the Nutrition SSTC Strategy and the recent nutrition division-organized webinars for regional bureau and country office nutrition teams constitute first steps towards addressing internal capacity issues and proactively strengthening the integration of SSTC in WFP nutrition programming. It remains to be seen how roll-out of the strategy commences.
- **Innovative resource partnerships:** Given that WFP does not have a corporate resourcing framework to support SSTC activities, the Nutrition Division has explored additional traditional and non-traditional funding opportunities, including through the private sector. For example, several past SSTC initiatives on rice fortification have been funded through a partnership with Royal DSM, a Dutch multinational corporation active in the fields of health, nutrition, and sustainable living.
- **Improving but still limited monitoring, evaluation and learning:** Some country offices, such as Sri Lanka, have made increasing efforts to document how SSTC has contributed to results in nutrition programming. Such efforts appear to be, however, limited to the “recipient” side of SSTC exchanges. The Nutrition SSTC Strategy highlights the need for strengthening systematic capturing of (contributions to) results and of lessons learned.

## Lessons learned

- **SSTC contributions to results often take time and do not necessarily emerge in a linear fashion, reflecting the emergent and non-linear nature of capacity strengthening processes.**<sup>52</sup> In Sri Lanka, for example, WFP has advocated for the introduction of fortified grains since at least 2014. Since then, the agenda has evolved, informed – amongst other influences – by SSTC exchanges with several other countries. It was only in 2017, however, that the Government (with WFP support) developed and approved a strategic work plan for food fortification, and in 2019, the cabinet approved introduction of fortified rice into school meals.
- **There usually is no 1:1 relationship between one particular South-South exchange and subsequent results.** For example, changes in Bangladesh’s approach to rice fortification were not only informed exchanges not only with India but with multiple countries, and these exchanges were supported not only by WFP but at least by the World Bank as well. At the same time, there are some examples where one targeted visit/exchange with a single partner appears to have sufficed to inform “recipient” country action. This was largely the case in countries with existing high technical capacity (for example, India, Sri Lanka, the Dominican Republic) and in relation to very specific questions rather than to questions implying a more significant change in policy or practice.
- **WFP conventional programmes (can) play a crucial role in helping host governments “translate” learning gained through SSTC into concrete measures suitable to their context.** For example, the government of Sri Lanka has explored the experiences of other countries having made fortified rice widely available to the public and is contemplating a similar move in Sri Lanka. Before doing so, however, the Government asked the WFP country office to help conduct a study on the ethical implications of this step, reflecting not only on the economical and health benefits, but also on considering the cultural/spiritual importance of rice in Sri Lankan culture.
- **SSTC is a powerful advocacy tool.** Consulted WFP country office staff widely agreed that for governments to see specific solutions in action in other countries whose experience they value and that they find comparable to their own situation is often a more powerful tool for convincing decision makers to act than mere advocacy through WFP.
- **Links to other thematic areas:** Many nutrition-related SSTC initiatives are intricately linked to social protection programmes, especially in relation to school feeding, which sometimes makes it difficult to identify nutrition-specific contributions to results deriving from SSTC events. On the positive side, the

---

<sup>52</sup> As noted, for example, in the 2016 evaluation of WFP’s Policy on Capacity Development (p.5), the global research and literature on capacity development has increasingly moved away from viewing capacity development as linear and externally generated to seeing it as self-organizing, emergent, and part of a complex adaptive system.

work of WFP on school feeding, including the work of the Brazil Centre of Excellence on related SSTC, likely opened doors for nutrition-related WFP advocacy and support for nutrition-specific SSTC.

# Thematic case study: Smallholder agriculture market support

## Organizational/policy environment

122. While the 2017 Pro-Smallholder Food Assistance Strategy briefly mentions the SSTC policy as part of the normative framework for supporting smallholders, there is no further indication on the role mutual learning and support among developing countries might play to achieve the strategy's results ("increase smallholder productivity and incomes" and "ensure sustainable food systems"). However, among cross-cutting activities, the strategy mentions "national capacity development, institutional innovation, and policy reform" but does not link these areas to SSTC. Similarly, the 2019 annual performance smallholder thematic report remains silent on SSTC despite a strong focus on capacity development. The report only hints to WFP-led training and other modalities and does not refer to any of the SSTC engagements in SAMS, which were already ongoing by the time of publication (see examples below).

123. Headquarters has not yet developed a SAMS-specific approach to SSTC and does not appear to have played an active role in providing guidance and promoting awareness for the policy. This relative passivity is compensated to a certain degree by the proactive role country offices and individual SAMS focal points have started to play over the past years. The country office in Zimbabwe and the China Centre of Excellence are outstanding examples. The Brazil Centre of Excellence as well as country offices involved in the recent series of China-funded pilot projects (in Ecuador, Kenya, Republic of Congo and Sri Lanka) are proactive players in this area.

124. While overarching strategic and operational guidance on thematic SSTC for SAMS is missing, the China funding modality supporting the pilot projects has become a structuring element. This is particularly evident in the quality of design and implementation, as well as the overall strategic and transformative ambition of these initiatives, which all might become relevant references for developing a proper approach to SSTC on SAMS in the future.

125. In sum, compared to the other thematic areas covered by this evaluation, SAMS still lacks an overall approach and even basic tools for SSTC. This has led to a heavily decentralized approach (dependent on country offices taking the lead), which in recent times has been guided and further framed – at least to some extent – by the China fund for pilot projects.

## Smallholder agriculture market support-related engagement in South-South and triangular cooperation

126. This evaluation has found evidence of a wide range of SSTC initiatives around SAMS and different themes closely related to this area. A total of eight vignettes have been developed in an equal number of countries (resulting from five remote missions to Benin, Burundi, Ecuador, Republic of Congo, and Sri Lanka, as well as three desk reviews in Kenya, Malawi, and Zimbabwe). In addition, more than 40 SSTC initiatives were mapped during the review of SSTC-related WFP documentation. This relatively ample set of experiences is consistent with the overall weight of SAMS in the WFP operational portfolio.

127. The following table summarizes the eight SSTC initiatives analyzed as part of the country-level missions and reviews:

Table 1 Examples of WFP-supported South-South and triangular cooperation initiatives in nutrition deriving from remote field missions and country desk reviews conducted for the evaluation

Examples	Level/Type of SSTC Results		
	Advocacy & policy	Expertise & knowledge	Local solutions
<p><b>Benin/Brazil:</b> In Benin, the Ministry of Agriculture, Livestock and Fisheries engaged in South-South learning from the Brazilian “Beyond Cotton” experience, to support smallholder cotton farmers by connecting production of cotton by-products to existing markets, notably school feeding programmes. Key modalities are technology and knowledge transfer. The initiative is part of a multi-country project titled “Alternatives for the Disposal of Cotton By-Products and Cotton rotation Crops in Africa” and informed by previous WFP-facilitated support from Brazilian entities (particularly the Brazilian Cotton Institute) to neighboring Togo. In the next three years (until to March 2023), 1,000 smallholder farmers will benefit, of which 30% are expected to be women. The gender focus of this project also includes attention to women engaged in the processing of cotton products (ongoing since April 2018).</p>		✓	✓
<p><b>Burundi/Brazil:</b> The CoE Brazil played an important role in sharing lessons with Burundi around home-grown School Feeding (HGSF). Building on Brazil’s experiences, Burundian farmers’ cooperatives were directly linked to the programme leading to improved livelihoods and increased capacities of cooperatives’ leaders, including women leaders. Through study visits, technical support and policy dialogue, this SSTC also enabled Burundi’s Government to showcase its experience in international forums, contributing to further political buy-in and operational commitment. As part of a much larger programme supported by multiple donors (including IFAD, the EU, the Netherlands, and the World Bank, with a total financial volume of almost USD 30 million), the SSTC exchange have contributed to an expansion of HGSF now reaching more than 621,00 children in 820 schools who are being fed with locally produced food (2014-2019).</p>	✓	✓	✓
<p><b>Ecuador/China:</b> As one of the four China-financed pilot project, Ecuador’s Ministry of Agriculture learned from China’s rice and duck production model through a study visit of representatives from the Ministry and Ecuadoran farmers organizations to Hunan (China), online technical support (videos) and replication of the model through in Ecuador a total of six demonstration plots. Facilitated in collaboration between the CoE China and the CO Ecuador, it directly contributes to concrete results as part of an overall government commitment with sustainable agriculture and organic farming. Emerging improvements for smallholder and family farmers relate to food security and nutrition, sustainable agriculture, farmers’ organizational capacity, and income levels (prospective annual savings of up to USD 800-900 per ha.). This initiative is linked to a successful South-South learning strengthening the role, potential and capacities of rural women in Ecuador. (ongoing since 2019, to be finalized in March 2021)</p>		✓✓	✓
<p><b>Kenya/China:</b> Also funded through a China-supported pilot project, WFP facilitated Chinese SSTC to Kenya aiming to strengthen the capacity of smallholder farmers and local government officials to use improved practices and more cost-efficient technologies for supply chain management, food processing (milling and fortification) and marketing. The technical capacity of 3 Kenyan government officials and 170 smallholder farmers has been increased, particularly in relation to harvest management, storage, food safety and quality. There are also benefits for WFP as the SSTC initiative has been instrumental to strengthen the CO’s existing partnerships with national stakeholders (ongoing since 2019)</p>		✓	✓
<p><b>Malawi/Brazil:</b> As part of a wider effort to improve school health and nutrition, Malawi learned from Brazil (through the CoE) on local purchase schemes for school feeding, including adapted HGSF models. This SSTC initiative accelerated the implementation of the national Purchase for Progress (P4P) programme which involved 4,798 smallholder farmers and more than 10,000 students. Farmers received training in management and marketing of food products; and benefitted from linkages to school canteens. Informed by visits from and to Brazil, Malawi adopted the National School Health and Nutrition Policy in 2016 and has since then also engaged in regional SSTC with neighboring countries, sharing its experience under the umbrella of the Purchase from Africans for Africa (PAA) programme, among others. WFP collaborated closely with FAO in this experience. (2012-2018)</p>	✓	✓	✓
<p><b>Republic of Congo/Benin/Cote d’Ivoire:</b> Complementing a larger RBA programme to support around 200 smallholder bean farmers in the RoC, WFP’s CoE, CERFAM and the CO facilitated</p>		✓	✓

Examples	Level/Type of SSTC Results		
	Advocacy & policy	Expertise & knowledge	Local solutions
South-South exchanges with experts from Cote d'Ivoire and Benin on technology and skill transfer for cassava transformation, funded through a China-funded pilot project. Ongoing since 2019, the initiative includes training of up to 40 smallholder farmers ("artisans"), technical assistance to the national Agricultural Technology Demonstration Centre (with support of the Chinese Academy of Tropical Agricultural Science), transfer of technology (processing machines, larger cassava mill). It has triggered private sector engagement through an MoU between the Congolese government and Witec, a Chinese agricultural company. While limited in scale, the initiative is expected to contribute to the diversification of food sources and agricultural products, with potential to be included in WFP's home-grown school feeding programme in the Republic of Congo.			
<b>Sri Lanka/China:</b> In another China-financed pilot project, the Sri Lankan Ministry of Agriculture engaged with the CoE China to learn from China's experience in strengthening the resilience and livelihoods of vulnerable smallholder farmers, particularly focusing on innovative tools and technology in post-harvest management in rice and maize. This ongoing initiative includes study visits to China, knowledge products, cash/in-kind transfer as well as series of online sessions for follow-up on field visits and training of trainers, primarily farmer leaders. WFP units (CoE China, CO Sri Lanka) coordinated with Chinese (Ministry of Agriculture and Rural Affairs, as well as the Jiangsu Academy of Agricultural Sciences) and Sri Lankan (Ministry of Agriculture, farmers organizations) players, while also ensuring close collaboration with FAO. After generating awareness and capacity particularly among leaders from farmers' organizations, the current second phase will advance mechanization in rice and maize supply chains through tech and equipment transfer from China. The goal is to reduce post-harvest losses, increase the quality of rice and maize produce and, as a result, ensure higher prices in the local markets (ongoing since 2019).		✓	✓
<b>Zimbabwe/China:</b> In Zimbabwe, CoE China and the CO have been facilitating SSTC with a view to strengthening smallholder farmer capacity for the cultivation of drought resistant grains and increase production including through improved post-harvest handling storage and better access to markets. Under the lead of the Chinese MARA and in coordination with the China-Aid Agricultural Technology Demonstration Centre in Zimbabwe, the initiative has involved numerous trainings, in-kind support and field visits. It is primarily focused at the technical (extension workers of the Ministry of Agriculture) and grassroots level (farmers). Among key results, thousands of local farmers have started to grow and market more draught-resistant crops, such as sorghum. WFP itself is a buyer of substantial amounts of sorghum from Zimbabwean farmers (ongoing since 2016).		✓	✓

128. Other SSTC initiatives featured in WFP internal publications include exchanges on supply chain improvement (Brazil-Colombia), warehouse receipt systems (Malawi-Zimbabwe, Malawi-Burkina Faso), national grain reserve and food system management (China-Egypt, China-Uganda), capacity development of local agricultural organizations (Chile-Honduras/Guatemala), and the mitigation of the impact of COVID-19 on nutrition through improved local markets catered by smallholders (China-Ethiopia, China-Zimbabwe) among numerous others.

129. Summarizing, WFP support to SSTC on SAMS hints to the following tendencies:

- An extensive portfolio of both bilateral and multi-country SSTC, that is, however, thematically focused. Most SSTC addresses the diversification of production and value chain development. Other key strategic areas such as home-grown school meals, rural resilience, or supply chains (particularly post-harvest losses) are addressed with less frequency.
- Support to SSTC is also concentrated on few key players, particularly China (as a provider, primarily facilitated by the China Centre of Excellence).

- In this line, SSTC initiatives on SAMS have increased due to the financing of the China pilot projects which constitute half of all cases reviewed in more detail for this policy evaluation. This financing model might provide interesting lessons learned not only with a view to the China Centre of Excellence and Chinese institutions cooperating, but also in terms of quality and predictability of funding as well as results achieved, and partnerships enabled.
- Compared to other thematic areas, SSTC on SAMS primarily involves the technical and grassroots levels, which is inherent to its primary targets (smallholder farmers and their organizations). Impact on policy design and implementation appears to be still limited, and where it happens, tends to be related to other core areas of WFP work, such as school feeding.
- There are numerous examples of coordination with other Rome-based agencies, particularly FAO, when engaging in SSTC for smallholder farmers. These collaborations are often embedded in larger programmes which already rely on conventional (formal or informal) Rome-based agency coordination, most prominently in regional programmes in Sub-Saharan Africa. The heavy focus on (local) government practitioners and grassroots players might constitute an enabling factor for this relatively close collaboration.
- Importantly, SSTC initiatives in SAMS tend to be conducted with a multi-year perspective, rather than shorter one-off events and exchanges often used in policy- or strategy-related SSTC. The examples of Burundi and Zimbabwe show that a medium-term engagement – mobilizing different types of SSTC activities that are linked to conventional programming – can lead to tangible and often long-lasting results. This might be related to the need (and opportunity) to engage with primarily local practitioners and grassroots players in transformation processes that require longer-term commitment and presence to build trust, change minds and achieve results.
- Results are relatively well documented in this thematic area where there has been a consistent effort to result-oriented planning and implementation. Key areas of results include:
  - Increased smallholder capacity to cultivate alternative crops to achieve higher income and resilience
  - Transfer of technology and equipment, as well as access to facilities for post-harvest handling storage and produce aggregation, improving food quality and market access
  - Support to public-private partnerships in support to smallholder farmers
  - Capacity building of institutional leads, technical staff and practitioners of ministries of agriculture, often involving both central and local/decentralized units
  - Evolving partnerships for WFP at the country level, involving government entities, other RBA and multilateral organizations, as well as private sector companies.

## Factors influencing results/lessons learned

### Factors

- **Decentralized leadership at WFP:** Country offices have taken a proactive role to support SSTC with a medium-term perspective, with Brazil, China and Zimbabwe being the most visible examples (the former two through the respective Centres of Excellence. Countries with a strong SAMS agenda supported by WFP, such as Malawi, are also leading SSTC initiatives, often as part of larger conventional programmes, which often entail a regional component (such as the purchase from Africans for Africa initiative in Sub-Saharan Africa). The continuous drive provided by the country office has enabled consistent results and partnerships throughout the 2015-2020 period.
- **Hands-off approach at headquarters:** The SAMS area lacks a thematic approach and strategy to SSTC (such as the one available for nutrition) and most SSTC involving smallholders is operationalized without specific guidance. This void clashes with the considerable share of SSTC initiatives described in WFP communication and documentation, with often promising results at numerous levels.
- **Ample potential for effective SSTC:** Mutual learning among smallholder farmers holds a strong potential to contribute to tangible results in terms of increasing income for rural people and

communities, strengthened farmers' organizations and opening up spaces for women's empowerment. Anecdotal evidence indicates that SSTC on SAMS might be more cost-effective and sustainable than conventional technical assistance, but more needs to be done to solidify this assumption.

- **Multi-faceted WFP support to medium-term SSTC:** All initiatives reviewed in this policy evaluation's country studies (missions and desk reviews "plus") are implemented over several years, with most ranging between four and six years.<sup>53</sup> Compared to other thematic areas, SSTC on SAMS appears to mobilize a wider set of modalities, from policy dialogue and study visits to technology and cash/in-kind transfer. WFP support is also more diverse in terms of SAMS players engaged in SSTC, leading to partnerships with national universities, private-sector companies, local governments, and, inherently, farmers' and other local organizations.

## Lessons learned

- Dual roles in SSTC (both receiving and providing) are not exclusive to middle-income countries. The examples of Malawi and Zimbabwe<sup>54</sup> show that – when consistently supported– all countries are able to share relevant solutions and expertise.
- Country office and Centre of Excellence leadership have pushed the SSTC agenda in SAMS but might require clearer guidance from headquarters teams for which the experience in the nutrition area might be useful.
- The heavy focus on SSTC on local contexts, involving on-the-ground practitioners and grassroots leaders, entails that SSTC needs to be conducted with a medium-term perspective and provide time/resources for building and sustaining partnerships, including with farmers' organizations.
- Public-private partnerships and private-sector engagement are key to SAMS, and SSTC might be a driving force particularly for South-South investments in rural development, an area still underexplored by WFP, which however, might require more attention in the future.

---

<sup>53</sup> Excluding the pilot projects, which usually have a duration of around two years (for two phases).

<sup>54</sup> Zimbabwe was upgraded by the World Bank from a low income to a lower-middle income country, effective July 2019.

# Thematic case study: emergency preparedness and response

## Organizational/policy environment

130. SSTC is yet to be positioned as a strategic and operational element in the context of WFP work on emergency preparedness and response. The 2017 Emergency Preparedness Policy refers to a United Nations definition of preparedness as “the knowledge and capacities developed by governments, response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters”. However, the policy does not elaborate on governments or local communities’ knowledge and capacities (which might be an essential ingredient to enable South-South learning) but remains heavily focused on WFP in-house capacity and occasionally collaboration with other international partners.

131. The same inward-looking perspective also frames the 2019 Strategic Evaluation of WFP’s Capacity to Respond to Emergencies, which features reflections on knowledge and solutions, but exclusively from an internal and primarily operational WFP perspective. Despite covering middle-income countries that are quite proactive in WFP-supported SSTC in other themes and might have important lessons to share in emergency preparedness and response (such as El Salvador, Nepal, and the Philippines), the evaluation did not regard these countries’ solutions as an element relevant for overall WFP contributions to emergency preparedness.

132. Looking beyond the conventional emergency preparedness and response approach, Southern solutions and South-South learning are being included in strategy development and programming in related sub-themes. As such, the 2015 Policy on Building Resilience for Food Security and Nutrition mentions SSTC as a mode of working. Similarly, the 2017 Climate Change Policy includes references to SSTC as a modality to mobilize additional capacities, expertise, technologies, and resources that can complement efforts to build climate resilience.<sup>55</sup> Other areas such as disaster risk reduction and management currently lack updated policies (the latter area only has a policy dating from 2011).

133. In the past, the Climate and Disaster Risk Reduction Programmes Unit at headquarters faced difficulties to provide input to SSTC newsletters and other publications driven by the global SSTC team. Examples of specific SSTC related to climate adaptation were scarce, likely due to a lack of clarity among relevant programme officers in the field over what does and what does not constitute a case of SSTC. For example, when asked for examples, officers would often refer to cases of WFP country offices having provided expertise to other country offices or other host country governments.

134. To address this gap, in 2020, the above unit set up an internal working group that has started to clarify what SSTC means and what it can look like in relation to climate change adaptation and disaster risk reduction. It also developed a unit-specific capacity development strategy and workplan that was accompanied by a checklist on South-South cooperation expertise areas for climate change adaptation. The checklist is essentially a mapping exercise, which intends to help climate and disaster risk reduction officers at regional bureau and country office levels identify country-level expertise or knowledge that might be of interest to others. The checklist maps types of expertise and modalities in ten areas, including climate-sensitive emergency preparedness and response, as well as safety nets and social protection for climate resilience. It does not, however, relate to stakeholder analysis, normative dimensions and other strategic elements of the Policy. So far, the checklist has not yet been rolled out, and results are not available at this stage.

135. Overall, progress in using SSTC for disaster preparedness and response is limited to specific subthemes, and the SSTC Policy has not yet permeated strategic, operational, and evaluative aspects of WFP in this arena. As practice shows (next section), the response to COVID-19 might become an opportunity to further consider Southern solutions and their value for both partner governments and WFP itself as a broker and facilitator of developing countries’ knowledge.

---

<sup>55</sup> WFP 2017. WFP’s Climate Change Policy; p.13.

## Emergency preparedness and response-related engagement in South-South and triangular cooperation

136. Data collected for this evaluation only points to less than a dozen SSTC initiatives around emergency preparedness and response, which are both linked to emergency preparedness and response in the strict sense (early warning and risk management through geospatial data) and wider related themes such as shock-responsive social protection. Most experiences are documented in a rather superficial manner in newsletters and other communication pieces, often missing elemental data such as dates, specific contents, and results.

137. Partly filling this gap, this evaluation has conducted deeper analysis on emergency preparedness and response-related experiences primarily in the Dominican Republic and Egypt where country offices prioritized this area as one of the most relevant for their portfolio of SSTC support.

138. Specifically, the country office in the Dominican Republic is supporting SSTC on both early warning and shock-responsive emergency prepared from an increasingly holistic and interlinked perspective. Early warning is primarily framed by an ongoing subregional process of mutual learning between key stakeholders in Cuba, the Dominican Republic and Haiti as part of a larger forecast-based financing programme, initiated in 2015 with particularly strong engagement by the country offices in Cuba and the Dominican Republic. Major policy milestones include regional and subregional conferences leading to policy statements such as the Santo Domingo Consensus on Resilience Building in the Caribbean (2019). On an ongoing basis, Southern technical solutions have been transferred to strengthen national disaster risk management capacities, primarily among civil protection/civil defense entities, emergency response centres, as well as meteorology and hydrological offices and institutes. For instance, Haiti and the Dominican Republic adapted numerical weather prediction models from Cuba, and Haiti increased capacity to evaluate disaster risks at the local level based on the Cuban experience. Cuba learned from Dominican operational standards for shock-responsive social protection. Taken together, these are long-term transformations contributing directly to improved emergency preparedness and resilience building, apart from building a strong inter-country institutional network.

139. Simultaneously, WFP is currently expanding its support to Dominican-led SSTC around shock-responsive social protection. Launched in 2019, this portfolio covers a series of initiatives in which the Dominican Government takes both a provider and a recipient role in increasingly specialized South-South exchanges that merge elements of social protection, emergency preparedness and disaster risk management. SSTC is conducted both ad-hoc (events) and in a more structured manner (series of guided exchanges), grounded in strong buy-in from government partners, particularly the Vice-Presidency and the Single Beneficiaries System. So far, bilateral exchanges have been conducted with Chile (virtually, on a basic emergency register) and Peru (on emergency-responsive social protection), while a series of virtual exchanges on good practices of social protection in the COVID-19 context has been launched in February 2021 with Colombia, Mexico, and Peru. In addition, a regional event with countries from the Anglophone Caribbean (Barbados, Belize, Guyana, San Martin and St Lucia) was held in September 2019, primarily to share experience with the Dominican Climate Vulnerability Index and other tools for social protection in emergencies. Channeled by the WFP subregional office, the government of Barbados has expressed interest in adapting the Index of Vulnerability to Climate Shocks (IVACC) for its own purposes, with potential future support by the Government of the Dominican Republic. These SSTC initiatives have led to concrete improvements of approaches and tools of shock-responsive social protection, particularly in the Dominican Republic where other countries' solutions serve as a "fast track" to continue improving its already solid social protection system.

140. In Egypt, the WFP country office is supporting the Government in setting up an Africa-wide vulnerability analysis and mapping (VAM) platform, specifically in relation to data visualization and use of geographic information systems. This initiative, called the Africa Environmental Portal, is coordinated with African regional actors such as the Agency African Union Development Agency – New Partnership for Africa's Development (AUDA-NEPAD) and ESRI Northeast Africa, an Egypt-based private-sector firm specialized in geospatial intelligence. The platform is already operational and publicly available. It is currently being piloted for flood management in Sudan. This Africa-wide image service might become a key tool for country-level disaster preparedness and response, and under the African Union Development Agency umbrella, countries will be able to engage in mutual learning on results achieved and replication of

good practices. The initiative provides opportunities for WFP to support regional-wide SSTC, build strategic partnerships with regional players such as the African Union and NEPAD, as well as engage with private-sector companies to build capacity with respect to emergency preparedness and response.

141. Other SSTC initiatives covered in WFP internal publications include exchanges on using cash in emergencies (between Ecuador and Peru, and El Salvador and Mozambique) and resilience building in African rural areas and South Asian disaster risk reduction capacities, both supported by China.

142. The table below lists examples of SSTC initiatives in this thematic area deriving from documents, remote field missions and country desk reviews. Available information often focuses on activities carried out. Where this is the case, the noted levels/types of results therefore relate to assumed/likely results based on the evaluation team’s interpretation and the type of activities documented.

Examples	Level/type of SSTC results		
	Advocacy & policy/	Expertise & knowledge	Local solutions
<b>Mauritania/Senegal/Niger:</b> In 2019, WFP and the World Bank supported the organization of a South-South exchange mission from Mauritania to Senegal and Niger. The mission aimed at exploring and exchanging country experiences in the use of national systems for preparing and responding to emergencies. In Mauretania, following the mission, an inter-ministerial technical working group was formed to build a national preparedness and response scheme.		✓	
<b>Peru/Ecuador:</b> Visit of policymakers from Peru to Ecuador to learn about the benefits of using cash in emergencies		✓	
<b>Mozambique/El Salvador:</b> Government of Mozambique went on a field visit to El Salvador to learn about the use of cash in emergency response, which among other aspects looked into best practices to reduce risks associated with security, gender-based violence and misuse of cash (2018)		✓	
<b>Mozambique/Madagascar:</b> Government representatives from Mozambique took part in a ten-day practical exercise to Madagascar to learn about the safe use of drones in emergencies		✓	
<b>Bangladesh/Cambodia/Peru/the Philippines/Sri Lanka/ Timor-Leste/China:</b> Representatives from several countries participated in a training on disaster risk reduction, climate change resilience including early warning system and rapid assessment offered by the CoE China (2018)		✓	✓
<b>Various countries in Africa and Asia/China:</b> Demonstrations in Africa/Asia by Africa/Asia” (DAA) programme, aiming at extending China’s affordable and applicable agricultural technologies to smallholder farmers in Africa and Asia and to help these to better deal with shocks and build resilience in rural areas.		✓	✓

143. Summarizing, WFP support to SSTC on emergency preparedness and response hints to the following tendencies:

- An overall limited portfolio, which has been evolving primarily in specific sub-areas and around (highly) specialized solutions, and seldom addressing national emergency preparedness and response capacities. In most cases, structured SSTC in this area is incipient and will take years to be fully rolled out
- Lacking an overarching approach to South-South learning and technology transfer around emergency preparedness and response, country offices have taken the lead to create (quasi-)programmatic initiatives either using regional processes (Egypt) or building a specialized portfolio with several thematically related initiatives (the Dominican Republic). These have emerged and are being expanded in a highly decentralized manner, with only occasional collaboration of regional bureaux and almost no headquarters participation
- SSTC initiatives in emergency preparedness and response are usually highly concentrated on processes and results at the level of national institutions and practitioners, rather than policies or grassroots

organizations. This seems to be a direct consequence of the focus and nature of exchanges which share specialized solutions and technology transfer to support existing national policies and programmes (from social protection tools to the use of drones)

- In this line, the main value proposition of SSTC in emergency preparedness and response seems to relate to strengthening and expanding existing capacities and providing fast-track changes based on specialized public sector demand, rather than trying to advocate for policy change or promoting participation and inclusivity
- While there is some progress in results-based planning (especially in the Dominican case), documentation on results and lessons learned is still weak. As larger programmes evolve and become more visible both within and beyond WFP, it might become more imperative to ensure adequate monitoring and evaluation
- Emerging results (not necessarily planned for) relate to:
  - New technologies, tools and expertise being fully used in recipient institutions and contributing to more efficient and effective public service delivery (for instance in the area of more targeted shock-responsive social protection)
  - Strong cross-country networks being built at regional and subregional levels with a relatively high degree of connectivity and interdependence
  - More comprehensive and holistic national approach to emergency preparedness and response particularly by merging early warning, climate change adaptation, resilience building, social protection and other key areas
  - Repositioning WFP as a trusted partner facilitating South-South exchanges and enabling national capacity building rather than leading emergency preparedness and response, particularly in middle-income countries.

## Factors influencing results/lessons learned

### Factors

- **WFP country office proactive commitment:** Country offices in the Dominican Republic and Egypt have driven a more structured support to SSTC. Both cases share: a strong investment in day-to-day partnership with government stakeholders; responsiveness to national demand and needs; an understanding of strategic implications; the capacity to allocate and raise funds; and explicit support to regional and subregional processes, rather than just bilateral SSTC. These elements appear to provide a fertile ground for building an SSTC support portfolio which can be easily scaled up in the medium/long run.
- **Limited headquarters involvement:** Lacking a thematic SSTC strategy, the emergency preparedness and response policy and emerging evidence do not reflect the value of Southern solutions, indicating an incipient state of corporate engagement in SSTC in this critical area. Country offices seem to be on their own, despite significant indications that there are both strong supply and demand of country-led solutions. In the eyes of country office stakeholders, the SSTC team at headquarters, and partnership units in general, have yet to clarify their value proposition. This has multiple implications in terms of overall corporate coherence and consistency when engaging in SSTC, as well as needed resources and capacities at the country office level.
- **Increasingly programmatic support to specialized exchanges:** Support to SSTC in emergency preparedness and response tends to become more structured and programmatic on the medium and long run, building up on regional networks and creating interlinked series of exchanges. The high degree of specialization sharpens the thematic focus and proves the case for WFP capacity to mobilize relevant solutions in one of its conventional core business areas.
- **Flexible use of virtual modalities to adapt to current pandemic context:** In the Dominican case, WFP country office and government stakeholders have quickly moved to using virtual sessions, which appear to have been conducted in an effective manner. The use of ICT seems to be easier for exchanges among “niche” practitioners who speak the same language and focus on similar challenges.

- **Lack of monitoring and evaluation:** So far, while occasionally planned for, results and impact are not sufficiently monitored or mapped, leading to gaps in terms of lessons learned and ultimately accountability. This might be related to the disconnection between headquarters and country office levels mentioned above (lack of guidance and support, etc.).

### Lessons learned

- Even in difficult emergency contexts, country institutions have solutions, technology, and tools to share, and it is critical for WFP to take these into account as a key ingredient for building emergency preparedness and response capacities. Vulnerable middle-income countries might be a particularly vital starting point in this regard.
- Country office engagement can be highly productive, innovative and ambitious in supporting SSTC in emergency preparedness and response, but needs to be further flanked and framed by headquarters guidance and support, and a more proactive role of the regional bureaux.
- The specialized nature of SSTC on emergency preparedness and response analysed for this evaluation implies that the initiatives primarily focus on technical and operational staff from government entities, rather than involving policymakers or grassroots/civil society actors. This has both advantages (efficient exchanges, strong network building, high feasibility of virtual low-cost modalities, palpable results) and potential downsides (missed opportunities for leveraging political will, lack of inclusion of vulnerable groups which are the ultimate targets, etc.), which need to be further analysed.

# Annex X Consulted Stakeholders

## Inception phase

Total consulted stakeholders 76 (40 women, 36 men)

**Headquarters Rome (alphabetically by first name)** Total consulted stakeholders 32 (20 women, 12 men)

Name	Title	Gender (W/M) <sup>56</sup>
Adam Jaffee	Policy Programme Officer, Partnerships and Advocacy Department, Strategic Coordination and Support Division	m
Adriana Bianco	Policy Programme Officer, Programme and Policy Development Department, Nutrition Division	w
Andrea Cook	Director of Evaluation	w
Bing Zhao	Director, Programme and Policy Development Department, Humanitarian and Development Division and Global Coordinator, Purchase for Progress (P4P)	m
Carmen Burbano	Director, Programme and Policy Development Department, School-Based Programme	w
Carola Kenngott	Programme Officer / IRG Member, Programme and Policy Development Department, Humanitarian and Development Division	w
Dana Sacchetti	Government Partnerships Officer, Government Partnerships Division	m
David Kaatrud	Director, Programme and Policy Development Department, Humanitarian and Development Division	m
Deborah McWhinney	Senior Evaluation Officer, Office of Evaluation	w
Francesca Bonino	Evaluation Officer, Office of Evaluation	w
Giacomo Re	Programme Policy Officer, Policy Development Department, Humanitarian and Development Division	m
Gianluca Ferrera	Senior Programme Policy Officer, Programme and Policy Development Department, Humanitarian and Development Division	m
Giorgia Pergolini	Policy and Programme Consultant, Programme and Policy Development Department, Humanitarian and Development Division	w
Harriet Spanos	Director, Executive Board Secretariat / Secretary to the Executive Board	w
Jacqueline Paul	Senior Gender Advisor	w
Jean-Pierre de Margerie	Deputy Director, Programme and Policy Development Department, Humanitarian and Development Division	m
Jennifer Rosenzweig	Chief, Programme and Policy Development Department, Nutrition Division	w

<sup>56</sup> Given that most interviews were conducted virtually, the evaluation team was not in a position to determine whether some staff members identified in a non-binary way. As such, the numbers captured here are approximations based on interviewees' names and how they presented in the meeting. This approach also reflects the fact that WFP itself generally uses a binary distinction.

Name	Title	Gender (W/M) <sup>56</sup>
Juan Gonzalo Jaramillo Mejia	Programme Policy Officer, Programme and Policy Development Department, Humanitarian and Development Division / IRG Member	m
Jutta Neitzel,	Senior Programme Policy Officer/Head of Programme, Programme and Policy Development Department, School-Based Programme	w
Kathryn Milliken	Climate Change Advisor	w
Maria Lukyanova	Senior Programme Officer, Programme and Policy Development Department, Humanitarian and Development Division	w
Marta Fontan	Monitoring Officer, Performance Management and Reporting Division	w
Natasha Nadazdin	Chief, Performance Management and Reporting Division	w
Neal Pronesti	External Partnerships Consultant, Rome-based Agencies	m
Niamh O'Grady	Evaluation Officer, Programme and Policy Development Department, School-Based Programme	w
Pasqualina Disirio	Partnerships Manager, Government Partnerships Division	w
Peter Jonsson	Performance Management Officer, Performance Management and Reporting Division	m
Raffaella Muoio	Research and Data Analyst, Office of Evaluation	w
Rasmus Egendal	Deputy Director, Government Partnerships	m
Sarah Laughton	Chief, Social Protection, Programme and Policy Development Department, Humanitarian and Development Division	w
Stanlake Samkange	Director, Partnerships and Advocacy Department, Strategic Coordination and Support Division	m
Valerie Guarnieri	Assistant Executive Director	w

**Regional bureaux** Total consulted stakeholders 14 (7 women, 7 men)

Name	Title	Gender (w/m)
Carol Montenegro	Senior Programme Associate, Panama	w
Grace Igweta	Regional Evaluation Officer, Johannesburg	w
Kimberly Deni	Programme Policy Officer, Bangkok	w
Luca Molinas	Regional Evaluation Officer, Cairo	m
Marc Regnault de la Mothe	Chief, Partnerships and Project Management Unit, Panama	m
Maria Pino	Programme Officer, Panama	w
Miranda Sende,	Head of Programme, Dakar	w
Roberto Borlini	Regional Evaluation Officer, Nairobi	m
Ross Smith	Senior Programme Policy Officer, Nairobi	m
Baimankay Sankoh	Country Director, Namibia / IRG Member	m
Siemon Hollema	Senior Programme Policy Officer, Cairo	m

Name	Title	Gender (w/m)
Trixie-Belle Nicolle	Programme Policy Officer, Johannesburg	w
William Affif	Senior Programme Policy Officer, Dakar	m
Yumiko Kanemitsu	Regional Evaluation Officer, Bangkok	w

**Centres of Excellence** Total consulted stakeholders 7 (4 women, 3 men)

Name	Title	Gender (w/m)
Dr. Christiani Buani,	Programme Policy Officer / IRG Member, CERFAM	w
Daniel Balaban	Director, Centre of Excellence, Brazil	m
Dr Issa Sanogo,	Director / IRG Member, CERFAM	m
Peter Rodrigues	Deputy Country Director, Centre of Excellence, Brazil	m
Sharon De Freitas	Head of Programme/IRG Member, Programme and Policy Development Department, Centre of Excellence, Brazil	w
Dr. Sixi Qu	Director, Centre of Excellence, China	w
Yan Jia	Programme Policy Officer, Partnerships and Advocacy Department, Strategic Coordination and Support Division, Centre of Excellence, China	w

**Republic of Congo** Total consulted stakeholders 10 (3 women, 7 men)

Name	Title	Gender (w/m)
<b>Country office Director and Deputy Director</b>		
Jean-Martin Bauer	Country Director	m
Ali Ouattara	Deputy Country Director	m
<b>WFP country office staff</b>		
Brice Tsikou	Driver, RoC sub-office	m
Brunelle Seholo	FMA, RoC sub-office	w
Solange Ongoly Goma	Coordonnatrice, Projet d'Appui aux Petits Producteurs (PAPP), WFP Congo	w
Sosthene Mountsambote	Storekeeper, RoC sub-office	m
<b>Government representatives</b>		
Aimé Blaise Nitoumbi	Directeur Général du Partenariat au Développement p i, Ordonnateur national suppléant du fonds européen de développement, Ministère du plan, de la statistique, de l'intégration régionale, des transports, de l'aviation civile et de la marine marchande	m
Katy Zhang	WIETC Representative, Government of China	w
<b>Comparator organizations (FAO, IFAD and UNICEF)</b>		
Andres Lopez	Deputy Country Director	m
Thechel Ekoungoulou	Deputy Country Director	m

**Sri Lanka** Total consulted stakeholders 11 (4 women, 7 men)

Name	Title	Gender (w/m)
<b>Country office Director and Deputy Director</b>		
Brenda Barton	Country Director	w
<b>WFP country office staff</b>		
Musthafa Nihmath	Programme Officer, Government Partnerships	m
Rohini Singarayer	Programme Officer, Resilience/Agriculture	w
Saman Kalupahana	Programme Officer, Nutrition/School Feeding	m
<b>Government representatives</b>		
Dileepa Priyankara	National Food Promotion Board	m
Dr. Erandi Weerasekara De Silva,	Ministry of Health	w
Halwiti Kankanamge Prasanna Jayalath	Deputy Director of Agriculture, Monaragala	m
<b>Comparator organizations (FAO, IFAD and UNICEF)</b>		
Xuebing Sun	Representative, FAO Sri Lanka and Maldives	m
<b>Other stakeholders</b>		
Anusara Singhkumarwong	Former Head of Nutrition in Sri Lanka now in WFP Regional Bureau (Bangkok)	w
K. V. D. Ranathunga	Secretary of the Hambegamusa Kandiyapita Farmers' Organization	m
Dr. Renuka Silva	Professor of Nutrition, Department of Applied Nutrition, Wayamba University of Sri Lanka	m

**Global stakeholders** Total consulted stakeholders 2 (2 women)

Name	Title	Gender (w/m)
Grace Wang	Deputy Director, UNOSCC	w
Shams Banihani	Programme Officer, UNOSCC	w

**Data collection phase****Total stakeholders consulted = 96 (39 women and 57men)****Remote mission countries****Benin** Total consulted stakeholders 11 (4 women, 7 men)

Name	Title	Gender (w/m)
<b>Country office Director and Deputy Director</b>		
Guy Adoua	Country Director and Resident Representative - Benin and Togo	m
<b>WFP staff</b>		
Armelle Korogone	Head of Programme	w
Christine Coudour	Partnership and Reporting Officer	w
David Adomahou	Programme Assistant	m
Nadjib Zakari Allou	Consultant, Beyond Cotton Project	m

Name	Title	Gender (w/m)
<b>Government representatives</b>		
Elisée Oussou	Director of School Feeding, Ministère des Enseignements Maternel et Primaire (MEMP)	m
Evariste Gounou	Head of the cellule technique de suivi et gestion de la sécurité alimentaire (CT-SAGSA), Ministère de l'Agriculture, de l'Élevage et de la Pêche (MAEP)	m
<b>Comparator organizations (FAO, IFAD and UNICEF)</b>		
Sanni BioYerima	Programme Assistant, Agronomist, FAO	m
<b>Other stakeholders</b>		
Régina Guedou	Directrice Exécutive de l'ONG national Femme Actrice de Développement Communautaire (FADeC)	w
Calixte Hossou	Expert in cassava transformation	m
Hermine Djivoh Y. A.	Expert in cassava transformation	w

**Burundi** Total consulted stakeholders 8 (3 women, 5 men)

Name	Title	Gender (w/m)
<b>Country office Director and Deputy Director</b>		
Virginia Villarrarribas	Former Country Director Burundi	w
<b>WFP country office staff</b>		
Claude Kakule	Deputy Country Director, Burundi	m
Josephine Twagirayezu	m&E Officer	w
Leonidas Barihuta	Nutrition Specialist	m
Michel Rwamo	Partnerships Officer	m
Monique Barihuta	Programme Manager, Home-Grown School Feeding	w
Moyabi Silla	m&E Officer	m
<b>Government representatives</b>		
Célestin Sibomana	Permanent Executive Secretary of the Multisectoral Platform for Food Security and Nutrition; Focal Point for "Scaling Up Nutrition", Prime Minister's Office (Primature)	m

**Ecuador** Total consulted stakeholders 14 (9 women, 5 men)

Name	Title	Gender (w/m)
<b>Country office Director and Deputy Director</b>		
Mario Touchette	Country Director	m
<b>WFP staff</b>		
Adriana Arboleda	Programme Assistant (in charge of CSP Outcome 2)	w
Carmen Galarza	National Programme Officer	w
Josefina Tamayo	Gender Specialist, WFP Guatemala	w

Name	Title	Gender (w/m)
Maria Pino <sup>57</sup>	Programme Official, Partnerships and Project Management Unit, WFP Regional Bureau Panama	w
<b>Government representatives</b>		
Frank Hidalgo	Analyst of the Direction of Productive, Sustainable and Agroecological Development under the Subsecretariat of Family Farming, Ministry of Agriculture and Livestock	m
Paul Barrera	Director for Analysis and Inter-Sector Coordination for Family Farming, Ministry of Agriculture and Livestock	m
Sharon Padilla	Program Analyst at the Sub-Secretariat for Family Farming at the Ministry of Agriculture and Livestock	w
Vilma Suárez	Sub-Secretary of Family Farming, Ministry of Agriculture and Livestock	w
<b>Comparator organizations (FAO, IFAD and UNICEF)</b>		
David Suarez Duque	National Programme Officer, FAO	m
<b>Other stakeholders</b>		
Claudia Gómez Herrera	Rural Women Leader and Deputy Mayor of the municipality of Namasigue (Choluteca), Honduras	w
Gladis Quizhpe	Rural Women Leader	w
Marcelo Granda	Family Farmer and Member of the Farmers' Association Reina del Cisne, Loja Province	m
Nydia Pensatez	UN Women Programme Official and CD at UN Women Bolivia	w

**Egypt** Total consulted stakeholders 14 (5 women, 9 men)

Name	Title	Gender (w/m)
<b>Country office Director and Deputy Director</b>		
Dr. Menghestab Haile	Country Director	m
<b>WFP staff</b>		
Alaa Zohery	Government Partnerships Officer	w
Alia Hafez	Nutrition Officer	w
Amani Gamal Edin	Head of Programmes	w
Bradley Fotabong	South-South Junior Consultant	m
Doaa Arafa	Programme Policy Officer	w
Dr. Khaled Chatila	Procurement Officer	m
Mohammed Eshkal	Programme Officer (Social Protection/School Feeding), WFP CO Libya	m
<b>Government representatives</b>		
Ahmed Elmahdy	Ministry of Supply and Internal Trade	m
Dr Ali Hozeyn	Ministry of Agriculture and Land Reclamation	m

<sup>57</sup> Also consulted in Inception Phase

Name	Title	Gender (w/m)
<b>Comparator organizations (FAO, IFAD and UNICEF)</b>		
Nasredin Hag Elamin	FAO Representative Egypt	m
<b>Other stakeholders</b>		
Prof. Alaa Abdelbary	Arab Academy for technology	w
Eng. Abeer Medhat	Industrial Manager QSIT (ESRI)	m
Kwame Ababio	Senior Programme Officer, NEPAD	m

**India** Total consulted stakeholders 19 (7 women, 12 men)

Name	Title	Gender (w/m)
<b>Country office Director and Deputy Director</b>		
Bishow Parajuli	Country Director	m
Eric Kenefick	Deputy Country Director	m
Hameed Nuru	Former Country Director India	m
<b>WFP staff</b>		
Abhay Kumar	Head, Evidence and Results Unit	m
Ankit Sood	Head of Systems Reform	m
Aradhana Srivastava	Programme Policy Officer, Gender	w
Jyotsna Bhatnagar	Private Sector Partnerships Officer	w
Nishant Aggarwal	Programme Officer, Supply Chain and Planning	m
Pranay Sinha	Programme Policy Officer, South-South Cooperation	m
Pradnya Paithankar	Head, Programme Operations	w
Shariqua Yunus	Head of Nutrition and School Feeding	w
Shruti	Government Partnerships Officer	w
<b>Government representatives</b>		
Akhilesh Mishra	Additional Secretary, Development Partnership Administration, MEA	m
S. Jagannathan	Joint Secretary, Government of India Department of Food and Public Distribution	m
Pawan Aggarwal	Former CEO Food Safety and Standards Authority of India/ currently Secretary, Ministry of Corporate Affairs	m
Gangadhar Sahoo	Government of Odisha	m
<b>Comparator organizations (FAO, IFAD and UNICEF)</b>		
Meera Mishra	IFAD Country Programme Officer	w
Rasha Omar	IFAD Country Director	w
Tomio Shichiri	FAO Country Director	m

## Desk review countries

**Bangladesh** Total consulted stakeholders 4 (1 Woman, 3 Men)

Name	Title	Gender (w/m)
<b>Country office Director and Deputy Director</b>		
Piet Vochten	Deputy Country Director (Strategies and Programmes)	m
<b>WFP staff</b>		
Katelyn Gless	Head of SF Programme	w
Rezaul Karim	Head of Programme	m
<b>Government representatives</b>		
Ruhul Amin Khan	Project Director, SF Programme, Ministry of Primary and Mass Education	m

**Dominican Republic** Total consulted stakeholders 6 (2 Women, 4 Men)

Name	Title	Gender (w/m)
<b>WFP staff</b>		
Bernardo Rodríguez	Coordinator Disaster Risk Management	m
Miguel Angel Puig	Program Assistant, WFP Country Office Cuba	m
Raquel Peña	Advisor for Public Policies and Strategic Planning	w
Urbe Secades	Cash-Based Transfers and Social Protection Officer	w
<b>Government representatives</b>		
Victor Romero	Director of Data Analysis, Single System for the Identification of Beneficiaries (SIUBEN)	m
<b>Comparator organizations (FAO, IFAD and UNICEF)</b>		
Gavino Severino	Social Policy Officer	m

**Kenya** Total consulted stakeholders 3 (2 Women, 1 Man)

Name	Title	Gender (w/m)
<b>Country office Director and Deputy Director</b>		
Annalisa Conte	Former Kenya Country Director	w
<b>WFP staff</b>		
Charles Njeru	Programme Officer – School Feeding	m
Olive Wahome	Markets & Supply Chain Officer	w

**Malawi** Total consulted stakeholders 2 (1 Woman, 1 Man)

Name	Title	Gender (w/m)
<b>WFP CO staff</b>		
Maribeth Black	M&E and VAM Officer	w
Martin Mphangwe	Programme Officer – School Feeding	m

**Zimbabwe** Total consulted stakeholders 2 (2 Men)

Name	Title	Gender (w/m)
<b>Country office Director and Deputy Director</b>		
Eddie Rowe	Former Zimbabwe Country Director	m
Niels Balzer	Deputy Director Zimbabwe CO (outgoing)	m

**Headquarters in Rome** Total consulted stakeholders 3 (2 Women, 1 Man)

Name	Title	Gender (w/m)
Andrey Shirkov	Interim SSTC Team Leader	m
Anna Graziano	PRO-SSTC team	w
Gabriela Dutra	Consultant; PRO-SSTC team	w

**Centres of Excellence** Total consulted stakeholders 1 (1 Man)<sup>58</sup>

Name	Title	Gender (w/m)
Bruno Magalhaes	Programme Policy Officer	m

**Comparator organizations** Total consulted stakeholders 5 (2 women, 3 men)

Name	Title	Gender (w/m)
Ama Brandford-Arthur	Senior Partnership Officer (SSTC), Global Engagement, Partnerships and Resource Mobilization Division	w
Ashwani Muthoo	Director of the Quality Assurance Group in the Office of the President and Vice President, IFAD	m
Claudes Reiner	Country Director and Director of the Brasilia SSTC and Knowledge Management Center, IFAD Country Office Brazil and Chile	m
Debel Gutta	SSTC Specialist, South-South and Triangular Cooperation Division, FAO	m
Martha Santos	Programme Manager for South-South & Triangular Cooperation, Learning and Knowledge Exchange (LKE) Unit, Division of Data, Analytics, Planning and Monitoring, UNICEF	w

**Global stakeholders** Total consulted stakeholders 4 (1 woman, 3 men)

Name	Title	Gender (w/m)
Abraham Asha	Program Officer, Human Resources, Science and Technology, African Union	m
André de Mello e Sousa	Senior Research Fellow at Instituto de Pesquisa Econômica Aplicada (IPEA), Brazil. Member of NeST	m
Citlali Ayala	Mexican Institute Mora. Member of NeST	w
Martin Rivero de Illa	Coordinator of SSTC in the Iberoamerican Secretariat	m

<sup>58</sup> In addition, other staff in all three CoEs who had already been consulted during the inception phase were contacted for follow-up interviews during data collection.



# Annex XI Interview Protocols

## Interview protocol for Country Directors/Deputy Country Directors

### Evolution of SSTC in WFP overall:

- 1) What have been key milestones in WFP's SSTC work in [country] since 2015?
  - a. How has WFP's role and approach to supporting SSTC evolved over time?
  - b. What do you consider the most significant achievements in relation to SSTC?
  - c. Where would you like to have seen more progress?
- 2) Within the Country Office,
  - a. How is (formal or informal) **responsibility for SSTC-related work distributed**?
  - b. **How do you define 'success'** of SSTC-related work? How do you monitor and report on SSTC-related work/achievements?
- 3) What characterizes the **organizational set-up** for SSTC in other parts of WFP?
  - a. What role does the Regional Bureau play in terms of supporting your SSTC-related work?
  - b. What role do different units/divisions at HQ play? (SSTC team, units in the partnership division, thematic/programmatic divisions...)
  - c. How, if at all, do you relate to/collaborate with the Centres of Excellence in Brazil, China and/or Cote d'Ivoire?
- 4) How **good is WFP's SSTC Policy**? If you are familiar with the Policy, and from today's point of view, what are its strengths? What are gaps/weaknesses?
- 5) What **other factors** have positively or negatively affected SSTC Policy implementation/SSTC work in this country?
  - a. Internal factors (e.g. human/financial resources, evolving organizational priorities)
  - b. External factors (e.g. host government demand/interest, competing priorities)
- 6) Are gender dimensions considered when planning and implementing SSTC programmes and activities? How so?
- 7) From conversations with colleagues from other UN agencies and with in-country actors, **what are WFP's perceived strengths and weaknesses** in relation to SSTC, particularly compared to the other RBA?
- 8) Who are the **main stakeholders** for your work on SSC whom we should be speaking to within WFP, in government, other UN agencies, civil society etc.?
- 9) **Are there any sensitive issues** that the evaluation team should be aware of (be it within WFP or within/in relation to any in-country partners)?
- 10) **Is there any other information** that you would like to share?

**Thank you for your collaboration**

## **Interview protocol for WFP Programme Officers/Staff engaged in SSTC Initiatives**

### **Introduction/background**

- 1) What is your current position? How long have you been with WFP/in this position?
- 2) What is your role in relation to South-South Cooperation initiatives?
- 3) How has WFP's work in relation to SSTC evolved over the past 5 years/since you joined WFP?

### **WFP role and contributions to specific SSC initiatives**

- 4) Please briefly describe the main SSTC initiative(s) that you have been involved in
  - a. What was the initiative about? What partners were involved? What were key activities carried out as part of the South-South exchange?
  - b. What specific need or gap did the SSC address and how had this been identified?
  - c. How was the initiative funded?
  - d. How were gender dimensions addressed in the planning and implementation of key activities? Were both women and men involved in key activities?
- 5) What role did WFP play?
  - a. What units, teams or individuals in WFP were involved (at CO, RB, Centres of Excellence, HQ)?
  - b. What were WFP's main contributions e.g. in relation to identifying opportunities for SSC, brokering contacts, providing financial or technical assistance, convening partners...?
- 6) What immediate and longer-term results have derived from the South-South cooperation at policy, institutional/technical or grassroots levels?
- 7) Why did these results occur? What factors supported or hindered results achievement?

### **WFP's comparative advantage & internal set up for SSTC**

- 8) How does WFP's support to SSTC compare with that of other UN agencies (FAO, UNICEF, UNDP)? What strengths does WFP have that makes it a desirable partner for SSTC? What weaknesses does WFP have in comparison to others?
- 9) How could WFP further strengthen either the extent or quality of SSC-related support it offers?
  - a. In relation to guidance provided to COs from HQ/RBs/CoEs
  - b. In terms of strengthening the capacity of WFP staff to support/facilitate SSC
  - c. In relation to accountability/reporting requirements related to SSC
  - d. In relation to funding
  - e. In relation to clarity of roles and responsibilities for SSC
- 10) Is there any additional information you would like to share?

**Thank you for your collaboration**

## ***Interview protocol for government stakeholders***

### **Introduction**

- 1) What is your current position? How long have you been in this position?
- 2) What South-South Exchanges that were facilitated by WFP have you been involved in?

### **WFP role and contributions to specific South-South initiatives that you have been involved in**

- 3) How did the South-South Exchange(s) come about? E.g. what need or gap was identified and by whom? How was South-South Cooperation selected as the appropriate approach to addressing existing needs? How were partners identified and by whom? Were cross-cutting dimensions, aligned with country priorities, such as gender, considered in the design of SSC programmes?
- 4) How was the South-South exchange funded?
- 5) What role did WFP play?
  - a. What units, teams or individuals in WFP did you engage with?
  - b. What were WFP's main contributions? (E.g., in relation to identifying relevant other countries, brokering contacts, providing financial/technical assistance, convening)
- 6) What results have derived from the South-South cooperation at policy, institutional or grassroots levels?
- 7) What factors supported or hindered achievement of these results?

### **WFP's comparative advantage & forward-looking suggestions**

- 8) (If applicable): How does WFP's support to South-South cooperation compare with the support of other (UN or donor) agencies that you have worked with? What strengths does WFP have that makes it a desirable partner for your ministry/institution in relation to SSC? What weaknesses does WFP have in comparison to others that you work with?
- 9) How could WFP further strengthen either the extent or quality of SSC-related support it offers?
- 10) Is there any additional information you would like to share, or do you have any further comments?

**Thank you for your collaboration**

## ***Interview protocol for country-based representatives of FAO, IFAD, and UNICEF***

### **Questions**

- 1) How long have you been in your current position? What role do you play in relation to South-South Cooperation initiatives supported by your organization?
- 2) Does your organization have an explicit SSTC policy and/or strategy and, if so, to what extent is it taken into account in program execution at the country level?
- 3) Over the past 5 years, how has your organization's work around SSTC evolved? How did this manifest itself at the country level? E.g. changes in terms of:
  - a. SSTC-related institutional structures and arrangements?
  - b. SSTC-related governance, strategy, or tools?
  - c. SSTC resources (human, financial, technological, partnerships)?
  - d. SSTC monitoring and reporting?
- 4) Have gender mainstreaming and the empowerment of women and girls featured in SSTC programmes and activities? In what way?
- 5) What are the main challenges your organization faces when engaging in or supporting SSTC?
- 6) In this country, to what extent and how has your organization partnered with WFP in relation to South-South Cooperation initiatives? What has characterized the partnering experience? What have been resulting benefits and areas for improvement/challenges?
- 7) In terms of SSTC, how does your organization compare to WFP? What are similarities, what are differences? What are respective strengths of the two agencies?
- 8) Is there any additional information you would like to share, or do you have any further comments?

**Thank you for your collaboration**

***Interview protocol for representatives of grassroots/civil society organizations involved in specific SSC initiatives supported by WFP***

Questions

- 1) **What is your role/work?** How did you get involved in [name specific SSC initiative in question]? Where did the idea come from? Who contacted you/your organization, or did you/ your organization reach out to WFP?
- 2) **How useful** have [name specific activities carried out as part of the WFP-supported SSC initiative] been to you and why? What did you/others learn? What did you like about the activities and what, if anything, could have been done differently? Were the needs and priorities of women, men, girls, and boys considered in SSC activities? How so?
- 3) **What has happened since?** Have you and/or others been able to apply things that you learned? Do you continue to receive support from either WFP or actors in the partner country?
- 4) **What role** did WFP play in all of this?

**Thank you for your collaboration**

# Annex XII Bibliography

Short Reference	Reference
BAPA 1978	Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (1978). Available at: <a href="https://www.unsouthsouth.org/bapa40/documents/buenos-aires-plan-of-action/">https://www.unsouthsouth.org/bapa40/documents/buenos-aires-plan-of-action/</a>
BAPA+40 2019	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation (2019), Resolution adopted by the General Assembly (A/RES/73/291). 6 March 2019. Available at: <a href="https://www.unsouthsouth.org/wp-content/uploads/2019/10/N1911172.pdf">https://www.unsouthsouth.org/wp-content/uploads/2019/10/N1911172.pdf</a>
CERFAM 2020	CERFAM. 2020. Fight against Hunger and Malnutrition through good practices with CERFAM. July 2020.
CERFAM 2021a	CERFAM. 2021a. Introduction to KEPT. 13 April 2021.
CERFAM 2021 b	CERFAM. 2021b. Petits producteurs. E-commerce Marche. Les bonnes pratiques sur le commerce électronique pour le développement de la chaîne de valeur rurale. April 2021.
CoE Brazil 2017	Centre of Excellence against Hunger: Impact Evaluation Report (2011-2016). May 2017
ECOSOC 2017	ECOSOC. 2017. DCF Policy Briefs: The Evolution of South-South development cooperation: its role in the implementation of the 2030 Agenda and the Paris Agreement on Climate Change. September 2017.
FAO 2015	FAO's Quick Guide to South-South Cooperation: Fostering partnerships among the Global South – <i>Guidelines</i>
FAO 2017	FAO. 2017. FAO's South-South and Triangular Cooperation Strategy in Action
FAO 2019a	FAO. 2019a. '2019 United Nations Day for South-South Cooperation.' <a href="http://www.fao.org/partnerships/news-archive/news-article/es/c/1207594">http://www.fao.org/partnerships/news-archive/news-article/es/c/1207594</a> Last retrieved July 2020.
FAO 2019b	FAO. 2019b. 'FAO-China South-South Cooperation Programme strengthens the capacity of countries along the Belt and Road Initiative on pesticide risk management.' Available at: <a href="http://www.fao.org/partnerships/news-archive/news-article/en/c/1185032/#:~:text=Since%202009%2C%20China%20has%20contributed,cooperation%20to%20a%20new%20level.">http://www.fao.org/partnerships/news-archive/news-article/en/c/1185032/#:~:text=Since%202009%2C%20China%20has%20contributed,cooperation%20to%20a%20new%20level.</a> Last retrieved July 2020.
FAO 2019c	FAO. 2019c. Inspiration, Inclusion and Innovation: FAO–China South–South Cooperation Programme 2009–2019
FAO 2019d	FAO. 2019d. South-South and Triangular Cooperation in FAO: Strengthening partnerships to achieve the SDGs – Strategic Review
FAO 2020	FAO. 2020. Good Practices in South-South and Triangular Cooperation in the Context of Food Security.
FAO, IFAD and WFP 2019.	FAO, IFAD and WFP. 2019. Country Experiences in South South and Triangular Cooperation Enabled by the United Nations Rome based Agencies.
Global Partnership Initiative 2018	The Global Partnership Initiative on Effective Triangular Cooperation (2018): Toolkit for Identifying, Monitoring and Evaluating the Value Added of Triangular Cooperation. Available at: <a href="https://www.oecd.org/dac/dac-global-relations/TOOLKIT%20-%20version%20August%202018.pdf">https://www.oecd.org/dac/dac-global-relations/TOOLKIT%20-%20version%20August%202018.pdf</a>
Haug 2021	Sebastian Haug. 2021. Mainstreaming South-South and Triangular Cooperation. Work in Progress at the United Nations. German Development Institute. Bonn 2021
IFAD	IFAD. Undated. China-IFAD South-South and Triangular Cooperation Facility – Approved Proposals: second call.
IFAD 2016a	IFAD. 2016a. IFAD's Approach to South-South and Triangular Cooperation
IFAD 2016b	IFAD. 2016b. Non-lending Activities in the Context of South-South Cooperation: Evaluation Synthesis

Short Reference	Reference
IFAD 2017	IFAD. 2017. South-South and Triangular Cooperation: Highlights from IFAD Portfolio
IFAD 2018	IFAD. 2018. Fact Sheet: China-IFAD South-South and Triangular Cooperation Facility
IFAD 2020a	IFAD. 2020a. Progress Report on South-South and Triangular Cooperation
IFAD 2020b	IFAD. 2020b. Report on IFAD's Development Effectiveness 2020
Mayne 2011	Mayne, John. 2011. "Addressing Cause and Effect in Simple and Complex Settings through Contribution Analysis". In <i>Evaluating the Complex</i> , R. Schwartz, K. Forss, and M. Marra (Eds.), Transaction Publishers.
Mayne 2015	Mayne, John. 2015. "Useful Theory of Change Models." <i>Canadian Journal of Program Evaluation</i> 30(2): 119-142
Mayne 2017	Mayne, John. 2017. The COM-B Theory of Change Model. Unpublished working paper. Ottawa, February 2017.
Michie, Stralen and West 2011	Michie, S., M. M. v. Stralen and R. West. 2011. "The behaviour change wheel: A new method for characterising and designing behaviour change interventions." <i>Implementation Science</i> 6(42): 11 pages
Nairobi Outcome document 2010	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation (2010), Resolution adopted by the General Assembly (A/64/L.37). Available at: <a href="https://drive.google.com/file/d/0B-buqyoV0jpSbExUYVdoT0dMZGc/view">https://drive.google.com/file/d/0B-buqyoV0jpSbExUYVdoT0dMZGc/view</a>
OECD 2011	OECD Task Team on South-South Cooperation. 2011. Towards Effective South-South and Triangular Cooperation. Available at: <a href="https://www.effectivecooperation.org/content/towards-effective-south-south-and-triangular-cooperation">https://www.effectivecooperation.org/content/towards-effective-south-south-and-triangular-cooperation</a>
OECD 2016	OECD Development Assistance Committee. 2016. Building the knowledge base on triangular co-operation – Findings from the 2015 OECD survey on triangular co-operation. Interim Report. Available at: <a href="https://www.oecd.org/dac/dac-global-relations/Interim%20Report%20Triangular%20Co-operation%202015%20Survey%20-%20May%202016.pdf">https://www.oecd.org/dac/dac-global-relations/Interim%20Report%20Triangular%20Co-operation%202015%20Survey%20-%20May%202016.pdf</a>
Patton 2020	Patton, Michael Q. 2020. "Evaluation Implications of the Coronavirus Global Health Pandemic Emergency." Available at: <a href="https://bluemarbleeval.org/latest/evaluation-implications-coronavirus-global-health-pandemic-emergency">https://bluemarbleeval.org/latest/evaluation-implications-coronavirus-global-health-pandemic-emergency</a> Last retrieved July 2020.
Programa Iberoamericano para el Fortalecimiento de la Cooperación Sur-Sur 2014	Programa Iberoamericano para el Fortalecimiento de la Cooperación Sur-Sur (2014): Diagnóstico de los Marcos Normativos e Institucionales. Available at: <a href="https://www.segib.org/wp-content/uploads/MarcoNormativo2015.pdf">https://www.segib.org/wp-content/uploads/MarcoNormativo2015.pdf</a>
RBA 2020	United Nations Rome-based Agencies (RBA). 2020. Celebration of the 2020 United Nations Day for South-South Cooperation. The role of South-South and Triangular Cooperation in the transformation of food systems in view of COVID-19. 16 September 2020.
République du Congo 2018	République du Congo. 2018. Plan National de Développement.
UN 2017	UN. 2017. World Economic Situation and Prospects 2017. Available at: <a href="https://unctad.org/en/PublicationsLibrary/wesp2017_en.pdf">https://unctad.org/en/PublicationsLibrary/wesp2017_en.pdf</a>
UN 2020	UN Inter-agency Task Force on Financing for Development. 2020. Financing for Sustainable Development Report 2020. Available at: <a href="https://developmentfinance.un.org/sites/developmentfinance.un.org/files/FSDR_2020.pdf">https://developmentfinance.un.org/sites/developmentfinance.un.org/files/FSDR_2020.pdf</a>
UNDP 1978	UNDP. 1978. The Buenos Aires Plan of Action. December 1978.
UNDP et al 2013	UNDP et al. 2013. Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF. UN-Women and WFP: Leveraging South-South cooperation and triangular cooperation. 4 February 2013.

Short Reference	Reference
UNICEF 2016	UNICEF. 2016. Trilateral South-South Cooperation Lessons Learned and Recommendations, UNICEF Brazil
UNICEF 2017	UNICEF. 2017. Guidance Note on South-South/Horizontal Cooperation – Working Draft
UNICEF 2018	UNICEF. 2018. South-South Cooperation for Children
UNICEF 2019a	UNICEF. 2019a. Annual Report of the Division of Data, Analytics, Planning and Monitoring
UNICEF 2019b	UNICEF. 2019b. South-South and Triangular Cooperation in Action: Advancing children's rights and well-being through South-South and Triangular Cooperation
UNICEF 2019c	UNICEF. 2019c. UNICEF Annual Report 2019: For every child, reimagine
UNOSSCa	UNOSSCa. Undated. 'About UNOSSC'. Available at: <a href="https://www.unsouthsouth.org/about/about-unosscc/">https://www.unsouthsouth.org/about/about-unosscc/</a> Last retrieved July 2020.
UNOSSCb	UNOSSCb. Undated. 'South-South Trust fund Management.' Available at: <a href="https://www.unsouthsouth.org/our-work/south-south-trust-fund-management/">https://www.unsouthsouth.org/our-work/south-south-trust-fund-management/</a> Last retrieved July 2020.
UNOSSC 2021	UNOSSC. 2021. United Nations System-Wide Strategy on South-South and triangular cooperation for Sustainable Development. Available at <a href="https://www.unsouthsouth.org/wp-content/uploads/2021/04/United-Nations-system-wide-strategy-on-South-South-and-triangular-cooperation-for-sustainable-development-2020%E2%80%932024.pdf">https://www.unsouthsouth.org/wp-content/uploads/2021/04/United-Nations-system-wide-strategy-on-South-South-and-triangular-cooperation-for-sustainable-development-2020%E2%80%932024.pdf</a>
UN Secretary General	Framework of operational guidelines on United Nations support to South-South and triangular cooperation (2016), Note by the Secretary General (SSC/19/3)
WFPa	WFPa. Undated. SSC Review – Sri Lanka Deliverables A, B and C.
WFPb	WFPb. Undated. SSTC Action Plan and Priorities.
WFPc	WFPc. Undated. Quality Checklist for Inception Reports.
WFPd	WFPd. Undated. 'Mapping SSTC initiatives' spreadsheet.
WFPe	WFPe. Undated. 'SSTC Analysis – CSPs approved in 2019.'
WFP 2000	WFP. 2000. WFP Participatory Approaches Policy. 23-26 October 2000.
WFP 2008a	WFP. 2008a. Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges. 27-30 October 2008.
WFP 2008b	WFP. 2008b. WFP Strategic Plan (2008-2013).
WFP 2009a	WFP. 2009a. Strategic Results Framework. 15 January 2009.
WFP 2009b	WFP. 2009b. WFP Gender Policy: Promoting Gender Equality and the Empowerment of Women in Addressing Food and Nutrition Challenges. 10 February 2009.
WFP 2009c	WFP. 2009c. WFP Policy on Capacity Development. 9-13 November 2009.
WFP 2009d	WFP. 2009d. WFP Policy on Disaster Risk Reduction. 9-11 February 2009.
WFP 2009e	WFP. 2009e. WFP School feeding Policy. 9-13 November 2009.
WFP 2011a	WFP. 2011a. Update on the Implementation of WFP's Policy on Vouchers and Cash Transfers. 6-10 June 2011.
WFP 2011b	WFP. 2011b. WFP Policy Formulation. 21 April 2011.
WFP 2011c	WFP. 2011c. WFP Policy on Disaster Risk Reduction and Management. November 2011.
WFP 2012a	WFP. 2012a. Fit for Purpose – WFP's New Organizational Design. 17 August 2012.
WFP 2012b	WFP. 2012b. WFP Humanitarian Protection Policy. 13-15 February 2012.
WFP 2012c	WFP. 2012c. WFP Nutrition Policy. 13-15 February 2012.

Short Reference	Reference
WFP 2012d	WFP. 2012d. Update of WFP's Safety Nets Policy. 4-8 June 2012.
WFP 2013a	WFP. 2013a. Country Portfolio Evaluation: Republic of Congo (2009-2012). September 2013.
WFP 2013b	WFP. 2013b. WFP Management Results Framework (2014-2017).
WFP 2013c	WFP. 2013c. WFP Strategic Plan (2014-2017). 8 May 2013.
WFP 2013d	WFP. 2013d. WFP Strategic Results Framework (2014-2017). 17 October 2013.
WFP 2014a	WFP. 2014a. Annual Performance Report for 2013. 21 May 2014.
WFP 2014b	WFP. 2014b. Facilitating South South Cooperation through Twinning: Experiences from mitigating the effects of the 2011/12 Food Crisis at the Horn of Africa through in-kind contributions.
WFP 2014c	WFP. 2014c. WFP Corporate Partnership Strategy (2014-2017). 3-6 June 2014.
WFP 2015a	WFP. 2015a. Compilation of South South and Triangular Cooperation Experiences 2008-2014. January 2015.
WFP 2015b	WFP. 2015b. Evaluation Policy (2016-2021). (WFP/EB.2/2015/4-A/Rev.1). 5 November 2015.
WFP 2015c	WFP. 2015c. SSC Quarterly Newsletters (March to November 2015).
WFP 2015d	WFP. 2015d. Snapshot of WFP's experience in scaling up food security by tapping into the expertise and innovations of developing countries. February 2015.
WFP 2015e	WFP. 2015e. WFP Enterprise Risk Management Policy. 25-28 May 2015.
WFP 2015f	WFP. 2015f. WFP Policy on building Resilience for Food Security and Nutrition. 25-28 May 2015.
WFP 2015g	WFP. 2015g. WFP South-South and Triangular Cooperation Policy. 27 April 2015.
WFP 2015h	WFP. 2015h. WFP Gender Policy (2015-2020).
WFP 2016a	WFP. 2016a. Corporate Results Framework (2017-2021). 14-18 November 2016.
WFP 2016b	WFP. 2016b. Financial Framework Review. 10 November 2016.
WFP 2016c	WFP. 2016c. Policy on Country Strategic Plans. 10 November 2016.
WFP 2016d	WFP. 2016d. SSC Quarterly Newsletters (February to October 2016).
WFP 2016e	WFP. 2016e. Snapshot of WFP practices in facilitating South-South and triangular cooperation to promote progress towards Zero Hunger (SDG 2). October 2016.
WFP 2016f	WFP. 2016f. Technical Note: Evaluation Methodology. August 2016.
WFP 2016g	WFP. 2016g. Technical Note: Glossary of Terms. August 2016.
WFP 2016h	WFP. 2016h. Technical Note: Using Logical Models in Evaluation. August 2016.
WFP 2016i	WFP. 2016i. WFP Strategic Plan (2017-2021). 14-18 November 2016.
WFP 2017a	WFP. 2017a. Bangladesh Country Strategic Plan (2017-2020). 20-23 February 2017.
WFP 2017b	WFP. 2017b. Country Portfolio Evaluation: Sri Lanka (2011-2015). January 2017.
WFP 2017c	WFP. 2017c. Ecuador Country Strategic Plan (2017-2021). 20-23 February 2017.
WFP 2017d	WFP. 2017d. Ensuring food security and nutrition through South-South collaboration: Sri Lanka and China partnership. 22 November 2017.
WFP 2017e	WFP. 2017e. Pro-Smallholder Food Assistance: A Background Paper for WFP's Strategy for Boosting Smallholder Resilience and Market Access Worldwide. October 2017.
WFP 2017f	WFP. 2017f. Pro-Smallholder Food Assistance: A Strategy for Boosting Smallholder Resilience and Market Access Worldwide. October 2017.
WFP 2017g	WFP. 2017g. Report -- Training Workshop on Post Harvest Treatment and Storage Management for Small Holder Farmers. 19-28 October 2017.
WFP 2017h	WFP. 2017h. Sri Lanka Country Strategic Plan (2018-2022). 13-16 November 2017.

Short Reference	Reference
WFP 2017i	WFP. 2017i. Sri Lanka -- Drought Impact Assessment and Monitoring using Computer Assisted Telephone Interviewing (CATI) Services. August 2017.
WFP 2017j	WFP. 2017j. SSC Quarterly Newsletters (January to October 2017).
WFP 2017k	WFP. 2017k. Tropical Cyclone Roanu: Sri Lanka Government and World Food Programme Joint Emergency Response — Lessons Learned Workshop Report. May 2017.
WFP 2017l	WFP. 2017l. WFP's Climate Change Policy. March 2017.
WFP 2017m	WFP. 2017m. WFP Emergency Preparedness Policy. 13-16 November 2017.
WFP 2017n	WFP. 2017n. WFP Management Plan (2018-2020). 20 October 2017.
WFP 2017o	WFP. 2017o. WFP Nutrition Policy. 20-23 February 2017.
WFP 2017p	WFP. 2017p. WFP Strategic Plan (2017-2021). July 2017.
WFP 2017q	WFP. 2017q. Zimbabwe Country Strategic Plan (2017-2021). 20-23 February 2017.
WFP 2018a	WFP. 2018a. A collection of South-South experiences and opportunities for knowledge exchange, peer learning and technology transfer in the context of the development and humanitarian cooperation for SDG2. November 2018.
WFP 2018b	WFP. 2018b. Annual Performance Report for 2017. 7 June 2018.
WFP 2018c	WFP. 2018c. Burundi Interim Country Strategic Plan (2018-2020). 26-28 February 2018.
WFP 2018d	WFP. 2018d. CSP Organizational Alignment Exercise Uganda CO. August 2017- July 2018.
WFP 2018e	WFP. 2018e. Decentralised Evaluation: Baseline Report of the WFP McGovern Dole Funded School Feeding Programme in the Republic of Congo 2018-2022. October 2018.
WFP 2018f	WFP. 2018f. Egypt Country Strategic Plan (2018-2023). 18-22 June 2018
WFP 2018g	WFP. 2018g. Évaluation décentralisée: Évaluation à mi-parcours du programme pays 200648. February 2018.
WFP 2018h	WFP. 2018h. Fill the Nutrient Gap: Sri Lanka Summary Report. December 2018.
WFP 2018i	WFP. 2018i. India Country Strategic Plan (2019-2023). 26-29 November 2018.
WFP 2018j	WFP.2018j. Kenya Country Strategic Plan (2018-2023). 18-22 June 2018.
WFP 2018k	WFP. 2018k. Sri Lanka: Annual Country Report 2018.
WFP 2018l	WFP. 2018l. SSC Quarterly Newsletters (January to July 2018).
WFP 2018m	WFP. 2018m. Standard Project Report 2018: Country Programme – Congo (2015-2018).
WFP 2018n	WFP. 2018n. Standard Project Report 2018: Ebola Outbreak Preparedness in the Republic of Congo.
WFP 2018o	WFP. 2018o. Standard Project Report 2018: Emergency assistance to the most vulnerable drought affected households (Sri Lanka).
WFP 2018p	WFP. 2018p. Standard Project Report 2018: Sri Lanka Country Programme (2016-2017).
WFP 2018q	WFP. 2018q. Summary of Evaluation Evidence: Republic of Congo 2011-2018. June 2018.
WFP 2018r	WFP. 2018r. Update on the Gender Policy (2015-2020). 18-22 June 2018.
WFP 2018s	WFP. 2018s. WFP Management Plan (2019-2021). 22 November 2018.
WFP 2018t	WFP. 2018t. WFP's work on South-south and Triangular Cooperation in 2018.
WFP 2019a	WFP. 2019a. A collection of country experiences in South-South cooperation in the context of resilience building. March 2019.
WFP 2019b	WFP. 2019b. Analyse de l'économie des ménages (AEM) en République du Congo. December 2019.
WFP 2019c	WFP. 2019c. Benin Country Strategic Plan (2019-2023). 10-14 June 2019.

Short Reference	Reference
WFP 2019d	WFP. 2019d. CERFAM: Rapport Annuel d'Activités 2019.
WFP 2019e	WFP. 2019e. Congo: Annual Country Report 2019.
WFP 2019f	WFP. 2019f. Congo Country Strategic Plan (2019-2023). 25-27 February 2019.
WFP 2019g	WFP. 2019g. Dominican Republic Country Strategic Plan (2019-2023). 25-27 February 2019.
WFP 2019h	WFP. 2019h. Early Warning Watch List. August 2019.
WFP 2019i	WFP. 2019i. Expanding WFP Nutrition's Engagement in South-South Cooperation. May 2019.
WFP 2019j	WFP. 2019j. Guidance Note on Estimating and Counting Beneficiaries. September 2019.
WFP 2019k	WFP. 2019k. Key Pointers – Snapshot of SSC engagement opportunities for Southern Africa
WFP 2019l	WFP. 2019l. Malawi Country Strategic Plan (2019-2023). 25-27 February 2019.
WFP 2019m	WFP. 2019m. Rapport de mission: Coopération Sud-Sud & Triangulaire : Congo – Côte d'Ivoire – Bénin. Mission d'assistance technique pour l'amélioration de la chaîne de valeur du manioc du Congo (Phase 1).
WFP 2019n	WFP. 2019n. Regional Mapping of South-South opportunities of WFP in West and Central Africa. December 2019.
WFP 2019o	WFP. 2019o. Sri Lanka: Annual Country Report 2019.
WFP 2019p	WFP. 2019p. SSC Quarterly Newsletters (January to September 2019).
WFP 2019q	WFP. 2019q. Standard Project Report 2019: Ebola Outbreak Preparedness in the Republic of Congo.
WFP 2019r	WFP. 2019r. Strengthening the Resilience and Livelihoods of Vulnerable Smallholder Farmers to Climate-Related Shocks in Sri Lanka.
WFP 2019s	WFP. 2019s. WFP Organigram – Jan 2019.
WFP 2020a	WFP. 2020q. 'CRF Outcome Indicator Values' spreadsheet. 11 May 2020.
WFP 2020b	WFP 2020b. Interim Guidance on Tier 2 and Tier 3 Beneficiaries- In the Context of the COVID-19 Pandemic. July 2020
WFP 2020c	WFP 2020c. Lessons learned from WFP's SSTC Field Pilot Initiative in 2019. April 2020
WFP 2020d	WFP 2020d. Leveraging Progress Against Hunger Through South-South and Triangular Cooperation. Beyond the Annual Performance Report 2019 Series. Available at: <a href="https://docs.wfp.org/api/documents/WFP-0000116932/download/">https://docs.wfp.org/api/documents/WFP-0000116932/download/</a>
WFP 2020e	WFP. 2020e. Project Document: SSTC Pilot Project in the Republic of Congo – Strengthening the Capacity of Smallholder Farmers to Supply Fortified Cassava Products to Local Markets. 10 June 2020.
WFP 2020f	WFP. 2020f. Project Document: SSTC Pilot Project in Sri Lanka – Strengthening the Resilience and Livelihoods of Vulnerable Smallholder Farmers to Climate-Related Risks in Sri Lanka. 11 June 2020.
WFP 2020g	WFP. 2020g. SSC Quarterly Newsletter (May to September 2020).
WFP 2020h	WFP. 2020h. Synthesis of evidence and lessons from WFP's policy evaluations (2011–2019). 29 June–3 July 2020.
WFP 2020i	WFP. 2020i. Terms of Reference – Evaluation of the South-South and Triangular Cooperation Policy. 25 February 2020.
WFP 2020j	WFP. 2020j. Terms of Reference – WFP Task Force on South-South and Triangular Cooperation. 6 March 2020.
WFP 2020k	WFP. 2020k. WFP Country Brief – Republic of Congo. January to April 2020.
WFP 2020l	WFP. 2020l. WFP Country Brief – Sri Lanka. January to April 2020.
WFP 2020m	WFP. 2020m. WFP School Feeding Strategy 2020-2030. January 2020.

Short Reference	Reference
WFP 2020n	WFP. 2020n. COVID-19 Response - Guidance to Country Offices on national engagement. 25 March 2020.
WFP 2020o	WFP. 2020o. Gender and COVID 19. WFP Gender Office. 2020
WFP 2020p	WFP. 2020p. COVID-19: PD Immediate Guidance. Protection, Accountability to Affected Populations, Disability Inclusion, Conflict Sensitivity. 27 March 2020.
WFP 2020q	WFP. 2020q. Service Offer to Support Country Offices to broker South-South Cooperation in the Face of COVID-19.
WFP 2020r	WFP. 2020r. Concept Note: WFP COVID-19 South-South Opportunity Fund.
WFP 2020s	WFP. 2020s. Guidance on How to Engage National Counterparts in Line with COVID-19 Response.
WFP 2020t	WFP. 2020t. WFP COVID-19 Medium term Programme Framework. May 2020.
WFP 2020u	WFP. 2020u. WFP Strategic Plan - Context Analysis. Second Workshop - 16th December 2020.
WFP 2021a	WFP. 2021a. WFP's Task Force on South-South and Triangular Cooperation. 3rd meeting, Wednesday 16 April: Meeting agenda and consolidated presentation from the co-chairs.
WFP 2021b	WFP. 2021b. WFP's Value Proposition for South-South and Triangular Cooperation. pt Deliverable of SSTC Task Force's Workstream 1.
WFP 2021c	WFP. 2021c. Stock-taking of WFP's South-South and Triangular Cooperation
WFP (undated)	WFP (undated, probably 2021). Examples of internal tools to identify demands-needs and offers for WFP -facilitated South-South and Triangular Cooperation (SSTC).
Wilson-Grau, R. 2015	Wilson-Grau, R. 2015. Outcome Harvesting. Better Evaluation. Retrieved from <a href="http://betterevaluation.org/plan/approach/outcome_harvesting">http://betterevaluation.org/plan/approach/outcome_harvesting</a>

# Annex XIII Triangulation and Evidence Matrix

Evaluation questions and subquestions	Methods of data collection and analysis				Quality and availability of evidence <sup>59</sup>
	Document and literature review	Remotely-conducted field missions and desk-based country reviews	(Follow-up) interviews with global stakeholders	Review of comparator organizations	Strong (good)
					Medium (satisfactory)
					Weak (poor)
<b>Evaluation question 1: How good is the Policy?</b>					
1.1 Do the Policy and subsequent guidance provide clear conceptual and strategic guidance on the WFP vision for SSTC?	√	√	√		Strong
1.2 To what extent has the SSTC Policy and subsequent guidance: (i) provided a clear accountability framework; (ii) proved to be feasible and actionable; and (iii) highlighted gender, disability, and broader equity considerations?	√		√		Strong
1.3 To what extent has the SSTC Policy been innovative and aligned with: (i) relevant international frameworks for SSTC in humanitarian/development contexts; (ii) (joint) policies and frameworks of national governments as outlined, e.g., in the 2030 Agenda, BAPA+40; (iii) global good practice and evidence on SSTC; (iv) WFP internal transitions and priorities e.g., as outlined in other WFP policies/strategies; and (v) WFP current corporate emergency response related to COVID-19?	√		√	√	Strong
1.4 How does the Policy compare with equivalent SSTC-related documents of relevant comparator organizations (FAO, IFAD, and UNICEF)?	√	√	√	√	Strong
<b>Evaluation question 2: What were the results of the Policy?</b>					
2.1 What have been the results of the Policy in relation to expanding and systematizing WFP engagement in and support to South-South cooperation?	√	√	√	√	Strong

<sup>59</sup> Evaluation team's assessment.

Evaluation questions and subquestions	Methods of data collection and analysis				Quality and availability of evidence <sup>59</sup>
	Document and literature review	Remotely-conducted field missions and desk-based country reviews	(Follow-up) interviews with global stakeholders	Review of comparator organizations	Strong (good)
					Medium (satisfactory)
					Weak (poor)
2.2 What have been the results of the Policy in relation to strengthening country capacity at policy, technical and grassroots levels and influencing related behaviour changes especially in the thematic areas of: (i) social protection and safety nets including school feeding; (ii) smallholder agriculture market support; (iii) nutrition; and (iv) emergency preparedness and response?	✓	✓		✓	Varying by country and SSTC initiative from strong to weak
2.3 To what extent have WFP-brokered SSC actions contributed to improving the availability of sex- and age-disaggregated data and gender analysis, as well as to gender equality and accountability to affected populations?	✓	✓			Medium to Weak <sup>60</sup>
2.4 What (if any) have been unplanned (positive and negative) consequences of implementing the SSTC policy?	✓	✓	✓		Medium
<b>Evaluation question 3: Why has the Policy produced the results that have been observed?</b>					
3.1 To what extent and how have implementation of the SSTC Policy and results achieved been influenced by internal factors within WFP, including: (i) the extent to which the WFP approach and actions to implement the Policy were informed by the principles included in the SSTC Policy; and (ii) the extent to which WFP created an enabling internal environment for SSTC work?	✓	✓	✓	✓	Strong
3.2 To what extent and how have implementation of the SSTC Policy and results achieved been influenced by external factors, including: (i) partner countries' stage of development, capacity levels and exposure to risk; (ii) changes within the United Nations system and/or at global and regional levels?	✓	✓	✓	✓	Medium to Weak <sup>61</sup>

Source: Evaluation Team.

<sup>60</sup> SSTC-related documents often do not provide information on these aspects.

<sup>61</sup> Albeit largely limited to perceptions of how external factors have influenced the work of WFP.



# Annex XIV Interpreting Evaluation Findings against the (Simplified) Theory of Change

The table below provides a high-level synthesis of the implications for evaluation findings for the (simplified) theory of change of WFP support to SSTC. It indicates the extent to which evaluation findings support/validate progress along the different elements (or 'levels') of the theory of change, with green shading indicating strong/consistent evidence for this being the case, yellow indicating emerging and/or likely but less well documented evidence, and grey depicting that an assessment is not possible based on available data.

Level	Definition of envisaged changes	Extent to which evaluation findings support/validate contributions to results
<b>Impact</b>	Improved well-being: Developing countries achieve SDG 2 (zero hunger) and SDG 17 (global partnership) faster, with stronger ownership and more sustainably	Indirect and long-term contributions of WFP-supported SSTC to impact-level changes are likely but cannot be verified based on the available evidence. This is common for this level of a theory of change and was to be expected given the nature of SSTC as a cross-cutting modality of work.
<b>Behaviour and practice change outcomes</b>	Recipient country actors (institutions and individuals) sustainably adapt and implement new solutions and/or scale up and expand their application	Effects of WFP-supported SSTC on sustainable changes in national practices and behaviours are well documented in relation to school feeding, especially in cases where SSTC meant longer-term collaboration between "provider" and "recipient" country that included both technical and financial support. Likely links between SSTC and longer-term practice changes are also emerging in other thematic areas, including nutrition and smallholder farmer support. It is difficult, however, to isolate the specific contributions deriving from the use of SSTC from effects resulting from other modalities of support.
<b>Capacity change outcomes</b>	Developing country actors have stronger capabilities (knowledge, expertise, skills, tools and technologies) to address food security and nutrition through innovative approaches.	The evaluation confirmed consistent contributions of WFP-supported SSTC to strengthening country capacity at the levels of policy and advocacy; technical/institutional changes; and at the community level.
	Developing countries have access to additional financial resources for hunger solutions made available by domestic, regional or international actors.	While related effects were not observed in all countries, the evaluation confirmed the potential of SSTC to, directly and indirectly, contribute to resource mobilization.
	<b>NEW:</b> Developing countries solidify or expand partnerships among each other and/or with	The evaluation found strong evidence that partnership-related benefits constitute an important part of developing country governments' interest in SSTC. Especially for countries that predominantly act as an

Level	Definition of envisaged changes	Extent to which evaluation findings support/validate contributions to results
	(sub)regional organizations that carry benefits for countries' individual and collective progress towards SDGs 2 and 17.	SSTC "provider", partnership results are the main incentive to engage in SSTC. This element had not been explicitly included in the theory of change developed at the outset of the evaluation. <sup>62</sup>
<b>Outputs/reach</b>	Relevant developing country institutions and/or individuals at different levels engage in SSTC activities, e.g., knowledge sharing, peer learning, technical cooperation	Across regions and thematic areas developing country governments and non-government actors demonstrated strong interest and engaged in SSTC activities supported or facilitated by WFP.

---

<sup>62</sup> Neither in the simplified version prepared by the evaluation team nor the expanded version of the theory of change developed by WFP.

# Annex XV Assessment of Policy Quality

The table below summarizes the evidence feeding into the assessment of the SSTC Policy against the criteria for policy quality described in the “[Top 10 Lessons for Policy Quality in WFP](#)” review. That document describes ten indicators and elaborates on what specific issues to look for under each of these criteria, but it does not prescribe a specific methodology for rating the extent to which policies meet or do not meet each indicator.

The evaluation team therefore developed its own approach, which is illustrated in the table below, which emphasized simplicity, transparency, and relevance to the evaluation process over quantifiable accuracy. In practical terms, the evaluation team applied the following approach: for each criterion, the team listed the main observed strengths and weaknesses of the SSTC Policy. Each indicator was assessed:

- To have been met (green) when the number of strengths was greater than the number of weaknesses or when, in the evaluation team’s view, the noted strengths were more significant for policy quality than the weaknesses (for example, in relation to indicator number 4)
- As having been “partly met” (amber), when the number of strengths was equal to the number of weaknesses<sup>63</sup>
- As “not met” (red) when more than half of the observed characteristics were related to weaknesses<sup>64</sup>

**Table 1 Assessment of the South-South and triangular cooperation Policy against criteria described in the Top 10 Lessons for Policy Quality in WFP**

Indicator	Indicator met/partly met/not met?	WFP SSTC Policy strengths	WFP SSTC Policy gaps/weaknesses
1. Existence of a context analysis to ensure timeliness and wider relevance	Met	<ul style="list-style-type: none"> <li>• Includes chapter on context that positions WFP support to/through SSTC in the context of the Millennium Development Goals and the, at the time only proposed, Sustainable Development Goals, as well as in relation to the ability of WFP to reach a larger percentage of the world’s undernourished people</li> <li>• Policy refers to the Nairobi outcome document as the basis for the objectives of SSC that WFP supports</li> </ul>	<ul style="list-style-type: none"> <li>• Does not provide information on SSTC work of other United Nations agencies at the time<sup>65</sup></li> <li>• Does not define/explain SSTC in relation to “neighboring” cross-cutting issues of country capacity strengthening and partnership (similarities/overlaps and differences)</li> </ul>

<sup>63</sup> While not applicable to any of the assessments reflected in the table below, the indicator would also have been rated as “partly met” if the number of strengths had been greater than the number of weaknesses but if one or more of the noted gaps had constituted a severe enough weakness to not warrant a “met” assessment.

<sup>64</sup> Again, while there was no need to apply this additional criterion, an indicator would also have been rated as “not met” had any of the noted weaknesses constituted a “deal breaker”, i.e. something that directly opposed the respective quality criterion.

<sup>65</sup> Only notes that WFP will “align its own efforts with the broader United Nations system through inter-agency knowledge-sharing in coordination with the United Nations Office for South-South Cooperation” (¶17)

Indicator	Indicator met/partly met/not met?	WFP SSTC Policy strengths	WFP SSTC Policy gaps/weaknesses
		<ul style="list-style-type: none"> <li>Positions SSTC as a form of cooperation that can provide support to nationally owned efforts in relation to country capacities, resources and innovation</li> </ul>	
2. Clear and consistent use of terminology	Met	<ul style="list-style-type: none"> <li>The Policy includes a dedicated section on definitions and key concepts that draw upon relevant United Nations frameworks and definitions at the time.</li> </ul>	
3. Extent to which the Policy appropriately defines its scope and priorities <sup>66</sup>	Partly met	<ul style="list-style-type: none"> <li>Broad enough to allow WFP to respond appropriately to needs in varying contexts</li> <li>Identifies the organization's track record in supporting SSC</li> </ul>	<ul style="list-style-type: none"> <li>Does not clearly articulate where and why WFP has a comparative advantage</li> <li>Does not define the scope of WFP responsibility for specific outcomes</li> </ul>
4. Extent to which the Policy develops a vision and a theory of change	Partly met	<ul style="list-style-type: none"> <li>Describes its objective</li> <li>Indicates expected types of WFP activities in support of country-led SSTC</li> <li>Notes that SSTC can support nationally owned efforts around capacity strengthening, resources and innovation (focus on the "recipient" side)</li> </ul>	<ul style="list-style-type: none"> <li>Does not explicitly develop a vision or identify expected results or specific outcomes, i.e. it does not state what success "will look like"</li> <li>Does not develop a theory of change to outline intended pathways of change, assumptions and risks</li> <li>Does not clearly address the "provider" side of SSTC, e.g. in the context of partnerships</li> </ul>
5. Extent to which policy development included internal consultations	Met <sup>67</sup>	<ul style="list-style-type: none"> <li>Interviews with WFP staff indicate that the process of policy development did include internal consultations at HQ, RB and CO levels and with the CoE Brazil (the only centre established at the time)</li> </ul>	<ul style="list-style-type: none"> <li>The extent and nature of consultations carried out as part of policy development are not described either in the policy or in any other supporting document</li> </ul>
6. Extent to which the Policy provides guidance on timelines, institutional arrangements, and	Not met	<ul style="list-style-type: none"> <li>Outlines four areas of work for WFP, all of which cut across different technical areas, departments and working levels in the organization due to the linkages between SSTC and capacity development, technical assistance and relevance to functions such as</li> </ul>	<ul style="list-style-type: none"> <li>Did not include an explicit overarching implementation plan</li> <li>Does not provide guidance on envisaged implementation timelines</li> </ul>

<sup>66</sup> According to the Top 10 Lessons for Policy Quality in WFP, a policy should be broad enough to allow the organization to respond appropriately to needs in varying contexts. It should identify areas where the organization has a comparative advantage and a proven track record to prioritize when needed. The policy should also define, as realistically as possible, the scope of the organization's responsibility for specific outcomes. (p. 3)

<sup>67</sup> The indicator was assessed to have been met as the Top 10 Lessons for Policy Quality in WFP do not indicate the requirement for consultation processes to be documented or explicitly referenced in the policy document. As such, the evaluation team found the noted strength (consultations carried out) more relevant than the observed weakness.

Indicator	Indicator met/partly met/not met?	WFP SSTC Policy strengths	WFP SSTC Policy gaps/weaknesses
accountabilities for its implementation		knowledge management, planning and programme management, partnerships and advocacy and resource mobilization <sup>68</sup>	<ul style="list-style-type: none"> <li>Does not elaborate on institutional arrangements and/or accountabilities for its implementation or for related monitoring and reporting</li> </ul>
7. Extent to which the Policy identifies financial and human resources required for its implementation	Not met	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Does not provide information on the expected costs of policy implementation or how it would be resourced</li> <li>Does not comment on the human resources required for its implementation</li> </ul>
8. Presence of a robust results framework	Not met	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Not accompanied by a separate results framework with targets and indicators</li> </ul>
9. Existence/quality of a monitoring and reporting frameworks and systems for the Policy	Partially met	<ul style="list-style-type: none"> <li>WFP has applied several output-focused indicators (“number of programmes benefitting from WFP-facilitated South-South and triangular cooperation”, “number of country strategic plans (CSP) that include reference to SSTC” and “percentage of countries that have engaged in South-South cooperation or triangular cooperation supported by WFP”</li> <li>The SSTC coordination team at HQ has regularly captured and shared narrative examples of WFP-facilitated initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Not accompanied by a policy-related monitoring plan or framework</li> <li>Not accompanied by a reporting plan or framework</li> </ul>
10. Extent to which the Policy is based on reliable evidence	Partially met	<ul style="list-style-type: none"> <li>States that WFP “recognizes the importance and potential of South-South cooperation in improving food security and nutrition, especially through enhanced country capacities and nationally owned efforts and innovations” and notes that “the process to develop the Post-2015 Development Agenda and the SDGs is making it increasingly clear that many developing countries possess solutions that support the achievement of zero hunger” (¶23- 24)</li> </ul>	<ul style="list-style-type: none"> <li>Does not refer to external or internal evidence that would illustrate the effectiveness and/or efficiency of South-South cooperation (e.g. examples, evaluations or studies that would highlight the benefits of SSTC. In comparison, the 2016 UNDP SSTC Strategy includes a chapter on the “Transformational Potential of SSC and triangular cooperation”, which explains key underlying insights and assumptions about SSTC and includes references to relevant research</li> <li>Refers to positive experiences drawn from the WFP CoE Brazil and other partnerships (e.g. ¶16) but focuses on</li> </ul>

<sup>68</sup> In 2020, the SSTC team at WFP headquarters prepared a forward-looking “SSTC Action Plan and Priorities” that describes six priority areas and related targets for the team’s work up to 2030. Also, since 2015, some RBs and country offices have developed their own SSTC-related action plans, the Nutrition Division has developed a strategy for integrating SSTC into nutrition-related work. These relevant and useful tools are different, however, from overarching guidance on policy implementation and related responsibilities within WFP overall.

Indicator	Indicator met/partly met/not met?	WFP SSTC Policy strengths	WFP SSTC Policy gaps/weaknesses
			activities/services offered, while not discussing evidence supporting the assumption that “SSTC works” in terms of results achievement
<p>11. Degree of the Policy’s external coherence in relation to:</p> <ul style="list-style-type: none"> <li>• United Nations reform and repositioning in the light of the 2030 Agenda</li> <li>• Updated global policy (BAPA+40) and operational guidance (UN framework, Secretary General reports, ECOSOC-DCF reports) on SSTC</li> <li>• UN System-Wide Action Plan (UN-SWAP) on Gender Equality and Women’s Empowerment (GEWE))</li> <li>• The “new way of working” across the humanitarian-development-peace nexus</li> <li>• Commitment to leaving no one behind</li> <li>• Regional processes that set standards on SSTC such as the Ibero-American Programme on Strengthening SSC (SEGIB)</li> <li>• Global good practice and evidence on multilateral support to SSTC at the time of its development</li> </ul>	Partially met at time of policy development but now outdated in various respects	<ul style="list-style-type: none"> <li>• Outlines key principles that WFP support to SSTC will apply – these are based on a reflect global good practice at the time of policy development, which are still valid today</li> <li>• Refers to Secretary-General’s 2012 Framework of operational guidelines on United Nations support to South–South and triangular cooperation</li> <li>• Acknowledges context of the SDGs and related implications for stronger inter-agency collaboration and coordination with other United Nations agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Does not examine where other United Nations agencies stood on the issue of SSTC at the time of its development. In 2015, some organizations already had SSTC strategies, policies or similar frameworks in place, such as the International Labour Organization (ILO) (2012), FAO (2013), the United Nations Environment Programme, (2011), and the United Nations Population Fund (UNFPA), (1997, updated 2010)</li> <li>• Makes no explicit reference to gender equality or women’s empowerment and is not visibly aligned with the United Nations System-Wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (2012)</li> <li>• While the first of the described guiding principles for WFP SSTC work focuses on the “most vulnerable”, the Policy does not elaborate on specific groups of stakeholders that this refers to</li> <li>• As of 2021, the policy is outdated in light of: <ul style="list-style-type: none"> <li>– The Sustainable Development Goals (2015) and the “leaving no one behind” agenda</li> <li>– Updated (2016) Framework of Operational Guidelines on United Nations Support to South-South and Triangular Cooperation</li> <li>– Global frameworks beyond the 2030 Agenda, such as the Sendai Framework for Disaster Risk Reduction (2015), the Addis Ababa Action Agenda on Financing for Development (2015), and the Paris Agreement on Climate Change (2016)</li> <li>– The New Way of Working (2017)</li> <li>– SSTC strategies or equivalents developed by other United Nations agencies since 2015, such as IFAD (2016), UNDP (2016) and UNFPA (2017)</li> <li>– BAPA+40 (2019)</li> </ul> </li> </ul>

Indicator	Indicator met/partly met/not met?	WFP SSTC Policy strengths	WFP SSTC Policy gaps/weaknesses
			<ul style="list-style-type: none"> <li>– Regional processes that set standards on SSTC, such as SEGIB the Ibero-American Program on Strengthening SSC</li> <li>– UN system-wide strategy for SSC (forthcoming)</li> <li>– The evolving roles played by emerging economies such as Brazil, China, India, Indonesia, and others in offering sophisticated solutions in SDG 2-related sectors</li> <li>– Emergence of new funding opportunities for SSTC, including from China and India</li> <li>– Effects of the global COVID-19 pandemic and possible implications for future cross-country collaboration (e.g., use of remote modalities)</li> </ul>
<p>12. Degree of the Policy's internal and strategic coherence in relation to:</p> <ul style="list-style-type: none"> <li>• Evolving WFP organizational priorities and changes in structure since 2015 (as outlined, e.g., in the 2014-2017 WFP Strategic Plan and the 2017-2021 Integrated Roadmap)</li> <li>• Thematic/programmatic WFP policies and strategies including on gender</li> </ul>	<p>Partially met both at time of policy development</p> <p>While still broadly relevant, outdated in current context</p>	<ul style="list-style-type: none"> <li>• The policy refers to and clearly positions SSTC work in the context of the WFP Strategic Plan (2014–2017) and its four strategic objectives, and in relation to the WFP Partnership Strategy (2014)</li> <li>• Among the other WFP policies developed in or post 2015, the following do make reference to the SSTC Policy and/or to the use of SSTC:</li> <li>• 2015 Policy on Building Resilience for Food Security and Nutrition</li> <li>• 2020 School Feeding Strategy</li> <li>• 2017 Nutrition Policy</li> <li>• 2017 Climate Change Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Makes no explicit reference to other relevant WFP policies or strategies in place at the time of its development, especially the one for Capacity Development (2009), but also others e.g. for Disaster Risk Reduction and Management (2011), Social Protection and Safety nets (2012 – despite the fact that this policy does refer to SSTC and specifically highlights the role of the CoE Brazil), School Feeding (2013), or policies under preparation around the same time, such as policies for Gender and for Building Resilience for Food Security and Nutrition (both 2015, with the latter making explicit reference to SSTC as a means for promoting knowledge sharing and learning)</li> <li>• WFP policies developed in or post 2015, which address relevant thematic areas but do not refer to the SSTC Policy: <ul style="list-style-type: none"> <li>– Policy on Country Strategic Plans (2016)</li> <li>– Emergency Preparedness Policy (2017)</li> <li>– Gender Policy (2015)</li> </ul> </li> <li>• Policy is outdated in context of upcoming new strategic plan (2022–2026)</li> <li>• Policy is outdated in relation to organizational setup for SSTC, including confirmed leadership of PRO as housing the SSTC unit, the network of focal points, the SSTC working group,</li> </ul>

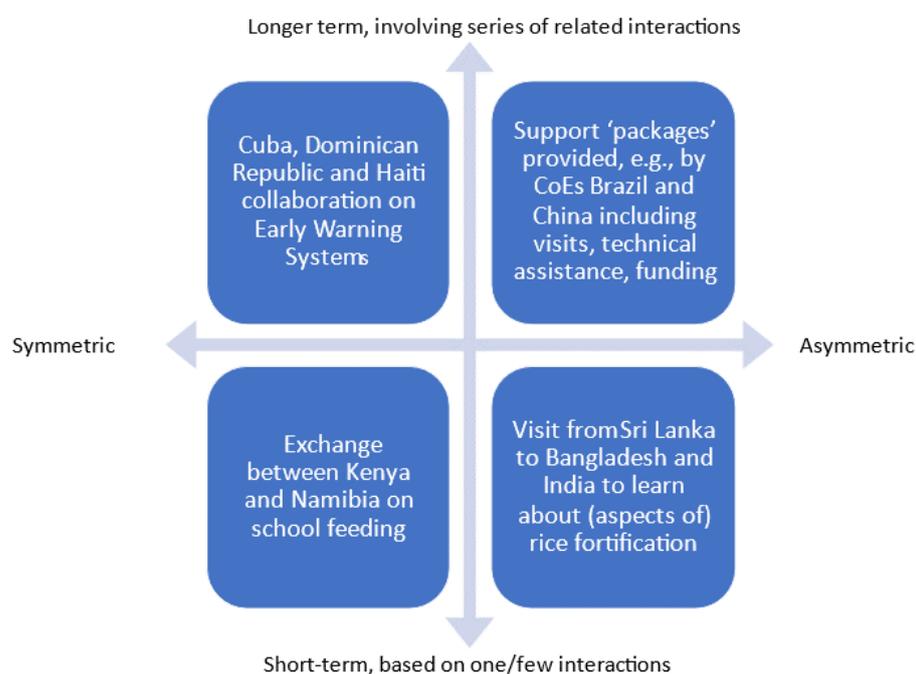
Indicator	Indicator met/partly met/not met?	WFP SSTC Policy strengths	WFP SSTC Policy gaps/weaknesses
			new CoEs (China, Cote d'Ivoire) and emerging knowledge hubs (e.g. Egypt)
13. Incorporation of gender consideration in the design of the Policy	Not met		<ul style="list-style-type: none"> <li>The policy is silent on gender considerations.</li> </ul>

Source: Evaluation team.

# Annex XVI Examples of Different South-South and Triangular Cooperation “Models”

WFP-supported initiatives varied in where they were located on several not mutually exclusive continuums. These allowed for a multitude of possible combinations creating different SSTC “models”. Figure 1 shows illustrative examples of where documented SSTC initiatives were located along the two dimensions (long term versus short term; and symmetric versus asymmetric) that, in view of the evaluation team, carried the most “distinctive value”. In comparison, the distinction bilateral versus multi-country exchange was less “salient”, given that most reviewed SSTC cases constituted exchanges between only two countries. Similarly, only few SSTC initiatives benefitted from dedicated funding, making the distinction with/without such funding less relevant for identifying major “types” or “models” of SSTC. Importantly, as noted in the evaluation findings, no observed model was inherently better than others, and all of the shown examples constituted valued and successful instances of WFP-supported SSTC. Also, most SSTC initiatives were not located at one of the extreme ends of different dimensions but somewhere in the middle.

**Figure 1** Examples of different South-South and triangular cooperation “models” along two axes



**Longer term & symmetric:** The partnership among Caribbean countries on early warning systems is an example of a prolonged, ongoing collaboration in which all partners take on dual roles as both “providers” and “recipients” of knowledge, expertise, and solutions. Other examples of similar types of South-South cooperation relationships are the annual Global Child Nutrition Forum, and formal or informal (sub)regional thematic networks such as on school feeding or rice fortification.

**Longer term and asymmetric:** The support provided by the Brazil Centre of Excellence to many countries in relation to developing or strengthening home-grown school feeding programmes is among the clearest examples for this “model”. It usually involved the Brazil Centre of Excellence providing technical and financial support to partner countries over extended periods of time, usually several years, and the exchange was focused on countries learning from the Brazil experience and adapting it to their contexts.

**Short-term and symmetric:** Kenya and Namibia engaged in focused exchanges, with Namibia interested in learning about and replicating elements of Kenya's school feeding strategy, and Kenya interested in Namibia's digitalized monitoring system for school feeding.

**Short-term and asymmetric:** Many one-time study visits conducted to learn from another country about specific issues or solutions implemented tend to be in this quadrant, as they are short-term and asymmetric in that they tend to assign relatively clear roles of "provider" and "recipient". The example of exchanges between Bangladesh and India illustrates, however, the fluidity of SSTC, in that both countries also engage in regular and symmetric regional exchanges (including events facilitated by WFP) on school feeding and rice fortification.

# Annex XVII WFP Centres of Excellence

The table below provides an overview of the three existing Centres of Excellence along selected dimensions relevant for their actual and perceived roles played in supporting SSTC and constituting parts of the WFP organizational structure.

Dimension	CoE Brazil	CoE China	CERFAM <sup>69</sup>
Established in	2011	2016	2019
Funded by	Government of Brazil	Government of China	Government of Cote d'Ivoire
Thematic focuses	Originally focused on school feeding, since expanded to include social protection more broadly, nutrition, and smallholder farmer support	Value-chain development for small holders; post-harvest loss management and food system; disaster risk reduction and climate change resilience	Broad focus on issues relevant for addressing hunger and malnutrition, including social protection, home-grown school feeding, nutrition, post-harvest losses, rural development, and community resilience
Geographic focus	Global, with focus on LAC and Africa regions	Global, with focus on Africa and Asia regions	Regional (Africa)
Main delivery model	Provision of technical services through Brazilian experts Support for global and regional network building Brokering financial support from Government of Brazil	Provision of services through Chinese experts/institutions Brokering financial support from Government of China	Focus on brokering access to African technical experts Knowledge management/collection of good practices
Status as WFP entity	"Quasi" country office (not officially named CO but in some respects treated like one)	Country office	Separate from WFP country office in Cote d'Ivoire
Reporting line in WFP	HQ (Programme and Policy Development (PD))	HQ (Strategic Partnerships Division)	Regional bureau in Dakar
Number of staff <sup>70</sup>	29	23	10

<sup>69</sup> At the time of this evaluation, CERFAM was in the process of a leadership transition and was revisiting its governance structure, with the possible aim of integrating the centre into African Union structures.

<sup>70</sup> Sources: Evaluation ToR (p.17) for Brazil and China CoEs; for CERFAM: interviews.

# Annex XVIII Mapping of evaluation findings, conclusions and recommendations

**Table 6 Mapping of evaluation findings, conclusions and recommendations**

Recommendation	Related conclusions	Related findings
<b>Recommendation 1:</b> WFP should clearly articulate its vision for engaging in and supporting South-South cooperation to inform operational decision making, advocacy, and both internal and external resource mobilization, for SSTC.	Conclusion 1 Conclusion 2 Conclusion 3	Finding 1 Finding 2 Finding 3 Findings 7-11 Findings 15-17 Findings 20-24 Findings 26-28
<b>Recommendation 2:</b> WFP should revise the SSTC Policy based on the agreed-upon corporate vision and in line with current parameters for policy quality in WFP.	Conclusion 1 Conclusion 2 Conclusion 3	Findings 1-4 Finding 13 Findings 15-17 Finding 20-23 Findings 26-28
<b>Recommendation 3:</b> WFP should develop a costed implementation plan accompanying the revised SSTC Policy that identifies required dedicated resources for policy implementation during the 2022-2026 period.	Conclusion 1 Conclusion 3	Findings 1-3 Finding 13 Finding 20-24
<b>Recommendation 4:</b> WFP should ensure that SSTC considerations continue to be reflected in 2nd generation country strategic plans and any relevant new corporate frameworks or policies.	Conclusion 2 Conclusion 3	Finding 5 Finding 6
<b>Recommendation 5:</b> WFP should further strengthen its approach to capturing and learning from information on WFP-supported SSTC.	Conclusion 3 Conclusion 4	Findings 6-12 Finding 25
<b>Recommendation 6:</b> WFP should develop and disseminate strategic and operational guidance for programme staff in line with the revised policy on how to integrate SSTC in their respective thematic areas of work.	Conclusion 3 Conclusion 4	Finding 6 Findings 7-10
<b>Recommendation 7:</b> WFP should continue to invest in, and expand efforts to strengthen, staff capacity for SSTC at headquarters, regional and country levels.	Conclusion 3 Conclusion 4	Findings 18-19
<b>Recommendation 8:</b> WFP should contribute to the United Nations system providing clearer guidance on how SSTC should be addressed in the context of United Nations Country Teams.	Conclusion 4	Finding 14 Findings 16-17 Findings 26-28

Source: Evaluation Team.

## ACRONYMS

<b>BAPA+40</b>	Second High-Level United Nations Conference on South-South Cooperation in Buenos Aires
<b>CCS</b>	Country Capacity Strengthening
<b>CERFAM</b>	WFP Regional Centre of Excellence against Hunger and Malnutrition in Côte d'Ivoire
<b>CO</b>	Country Office
<b>CoE</b>	Centre of Excellence
<b>COSOP</b>	Country Strategic Opportunity Programme
<b>CPP</b>	Corporate Planning and Performance Division
<b>CSP</b>	Country Strategic Plan
<b>DoE</b>	Department of Education
<b>DoE</b>	Director of Evaluation
<b>EAG</b>	External Advisory Group
<b>EB</b>	Executive Board
<b>EDMF</b>	Emerging Donor Matching Fund
<b>EM</b>	Evaluation Manager
<b>EME</b>	Emergency Operations Division
<b>EPR</b>	Emergency Preparedness and Support Response Division
<b>EQAS</b>	Evaluation Quality Assurance System
<b>ER</b>	Evaluation Report
<b>ET</b>	Evaluation Team
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>GEEW</b>	Gender Equality and the Empowerment of Women
<b>HGSF</b>	Home-Grown School Feeding
<b>IATF</b>	Inter-Agency Task Force
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFI</b>	International Financial Institution
<b>IR</b>	Inception Report
<b>IVACC</b>	Dominican Vulnerability Index
<b>IWGS</b>	Interdepartmental Working Group (on SSTC)
<b>JIU</b>	Joint Inspection Unit
<b>LAC</b>	Latina America and Caribbean region
<b>LNOB</b>	Leaving No One Behind
<b>LTA</b>	Long-Term Agreement
<b>MARA</b>	Ministry of Agriculture and Rural Affairs (China)
<b>NeST</b>	Network of Southern Think Tanks
<b>NUT</b>	Nutrition Division
<b>OECD- DAC</b>	Organisation for Economic Co-operation and Development's Development Assistance Committee

<b>P4P</b>	Purchase for Progress
<b>PAA</b>	Purchase from Africans for Africa
<b>PE</b>	Policy Evaluation
<b>PGG</b>	Government Partnerships Division
<b>PRO</b>	Programme – Humanitarian & Development Division
<b>PROC</b>	Climate and Disaster Risk Reduction Programmes Unit
<b>QA2</b>	second-level Quality Assurance
<b>QCPR</b>	Quadrennial Comprehensive Policy Review
<b>RA</b>	Research Analyst
<b>RB</b>	Regional Bureau
<b>RBP</b>	Panama Regional Bureau
<b>RMP</b>	Performance Management and Monitoring Division
<b>SAMS</b>	Smallholder Agriculture Market Support
<b>SDG</b>	Sustainable Development Goals
<b>SEGIB</b>	Ibero-American Programme on Strengthening SSC
<b>SER</b>	Summary Evaluation Report
<b>SF</b>	School Feeding Division
<b>SSTC</b>	South-South and Triangular Cooperation
<b>STR</b>	Strategic Partnerships Division
<b>TL</b>	Team Leader
<b>ToR</b>	Terms of Reference
<b>TSTC</b>	Multi-Donor Corporate Trust Fund for WFP-Facilitated South-South and Triangular Cooperation Projects
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	United Nations Evaluation Group
<b>UNICEF</b>	United Nations Children’s Fund
<b>UNOSSC</b>	United Nations Office for South-South Cooperation
<b>VAM</b>	Vulnerability Analysis and Mapping
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WFP</b>	World Food Programme

**Office of Evaluation**

**World Food Programme**

Via Cesare Giulio Viola 68/70  
00148 Rome, Italy  
T +39 06 65131 [wfp.org](http://wfp.org)

