

# Formative evaluation of UNFPA approach to South-South and triangular cooperation



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## UNFPA EVALUATION OFFICE

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# Annex I. Terms of reference

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## 1. Introduction

UNFPA, the United Nations Population Fund (UNFPA), is an international development agency that works to deliver a world where every pregnancy is wanted, every child birth is safe and every young person's potential is fulfilled. UNFPA is the lead UN agency that expands the possibilities for women and young people to lead healthy sexual and reproductive lives.

### 1.1 The concept of South-South and Triangular Cooperation

As the world grows increasingly complex and interconnected, challenges are emerging with greater speed and magnitude. The implementation of the Agenda for Sustainable Development provides challenges and opportunities for contribution from South-South and Triangular Cooperation (SSTC).

As stated in the Buenos Aires Outcome document (2019), South-South cooperation (SSC) is conducted among countries of the South, including but not limited to the economic, social, cultural, environmental, and technical domains, that can take place in a bilateral, regional or interregional contexts, for developing countries to meet their development goals through concerted efforts, taking into account the principles of SSC. SSC is understood as voluntary, participative, and demand driven in nature, born out of shared experiences and sympathies, based on common objectives and solidarity. Triangular cooperation complements and adds value to South-South cooperation by enabling requesting developing countries to source and access more, and a broader range of, resources, expertise and capacities, that they identify as needed in order to achieve their national development goals and internationally agreed sustainable development goals.<sup>1</sup>

South-South cooperation and triangular cooperation increasingly take different and evolving forms, including technical cooperation, the sharing of knowledge and experience, training, capacity building and technology transfer on mutually agreed terms, aimed at achieving sustainable development through the promotion of, inter alia, economic cooperation, including trade, investment, infrastructure development and connectivity, agriculture and rural development, food security and nutrition, food safety, health, energy, disaster risk reduction, addressing climate change, as well as mutual learning and the coordination of development policies and strategies among developing countries.

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<sup>1</sup> Buenos Aires Outcome Document, A/73/L.80

## 1.2 Global Context of South-South Cooperation

The origins of South-South Cooperation (SSC) can be traced back to the solidarity movement among developing countries during the Twentieth century grounded in the principles of self-reliance and mutual respect for national sovereignty, in an effort to shift the existing economic and political order.<sup>2</sup> During the 1960s and 1970s, South-South Cooperation gained more momentum as more countries became independent states and began seeking new ways to chart the course of their own development.<sup>3</sup> The solidarity amongst Southern states helped to strengthen their political negotiating power against the backdrop of the Cold War.<sup>4</sup> In the 1980s and 1990s, there were several systemic shifts – rapid globalization of markets and production structures, the creation of the World Trade Organization, technological innovation, and the creation of new states in the former Union of Soviet Socialist Republics and parts of Eastern Europe—that required the international community to re-think traditional forms of economic and technical assistance to effectively respond to the shifting global landscape.<sup>5,6</sup> SSC emerged as an effective and efficient modality to traditional assistance, promoting knowledge and expertise exchanges through initiatives that have solve specific problems in the countries of the Global South.<sup>7</sup>

Since then, countries from the Global South have progressively become key players in global economy, where almost half of global manufacturing exports originates from global south, consumption in Global South continues to increase, and the dominant direction of global trade flows for the Global South are no longer South to North, rather South to South.<sup>8</sup> As a result, many developing countries have experienced positive gains in socio-economic indicators, allowing development cooperation in the South to grow, steered by several middle-income countries, such as Brazil, India, China and South Africa.<sup>9,10,11</sup>

### Evolution of South-South and Triangular Cooperation

South-South Cooperation can be traced back to the Afro-Asian Conference held in Bandung, Indonesia in 1955.<sup>12</sup> Following this conference, the United Nations Conference on Trade (UNCTAD) and soon thereafter the Group of 77 (G-77), the largest intergovernmental organization of developing countries in the United Nations, were created in 1964, providing a platform for the countries from the Global South to voice their collective economic interests and promote SSC for development.<sup>13</sup> In 1972, the UN General Assembly created a Working Group on technical cooperation among developing countries (TCDC) that recommended the creation of a special unit for TCDC.<sup>14</sup> Soon after, in 1974, the General Assembly endorsed “the establishment of a special unit within the United Nations Development Programme to promote technical cooperation among developing countries”, now known as United Nations Office for South-South Cooperation (UNOSSC).<sup>15, 16</sup>

In 1978, 138 States adopted the Buenos Aires Plan of Action (BAPA) for promoting and implementing Technical Cooperation among Developing Countries (TCDC) in Argentina. Alongside, the Bandung Conference, the BAPA

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<sup>2</sup>Li, Yuefen. Assessment of South-South Cooperation and the Global Narrative on the Eve of BAPA +40, South Centre, 2018.

<sup>3</sup> Ibid.

<sup>4</sup> UN DESA, “What is ‘South-South cooperation’ and why does it matter?”, 20 March 2019, New York

<sup>5</sup> Buenos Aires Plan of Action (1978)

<sup>6</sup> ECOSOC The evolution of South-South development cooperation: Its role in the implementation of the 2030 agenda and the Paris Agreement on Climate Change, DCF Policy Briefs, September 2017.

<sup>7</sup> ECOSOC The evolution of South-South development cooperation: Its role in the implementation of the 2030 agenda and the Paris Agreement on Climate Change, DCF Policy Briefs, September 2017; Global value chains and the rise of the Global South: unpacking twenty-first century polycentric trade RORY HORNER\* AND KHALID NADVI; UN DESA, “What is ‘South-South cooperation’ and why does it matter?”, 20 March 2019, New York;

<sup>8</sup> Global value chains and the rise of the Global South: unpacking twenty-first century polycentric trade RORY HORNER\* AND KHALID NADVI†

<sup>9</sup> UNDP Human Development Report 2013 The Rise of the South: Human Progress in a Diverse World  
UNFPA South-South Strategy 2018

<sup>10</sup> Garcia, G. (2016). The rise of the global south, the IMF and the future of law and development. *Third World Quarterly*, 37 (2), 191-208

<sup>11</sup> ECOSOC The evolution of South-South development cooperation: Its role in the implementation of the 2030 agenda and the Paris Agreement on Climate Change, DCF Policy Briefs, September 2017.

<sup>12</sup> Ibid.

<sup>13</sup> Joint Declaration of the Group of 77 (Geneva, 15 June 1964)

<sup>14</sup> UNOSSC “South-South Cooperation: The Making of a History”: <https://www.unsouthsouth.org/about/about-unossc/>

<sup>15</sup> UN General Assembly Resolution A/3251 (XXIX)

<sup>16</sup> General Assembly Resolution 67/227 April 2013

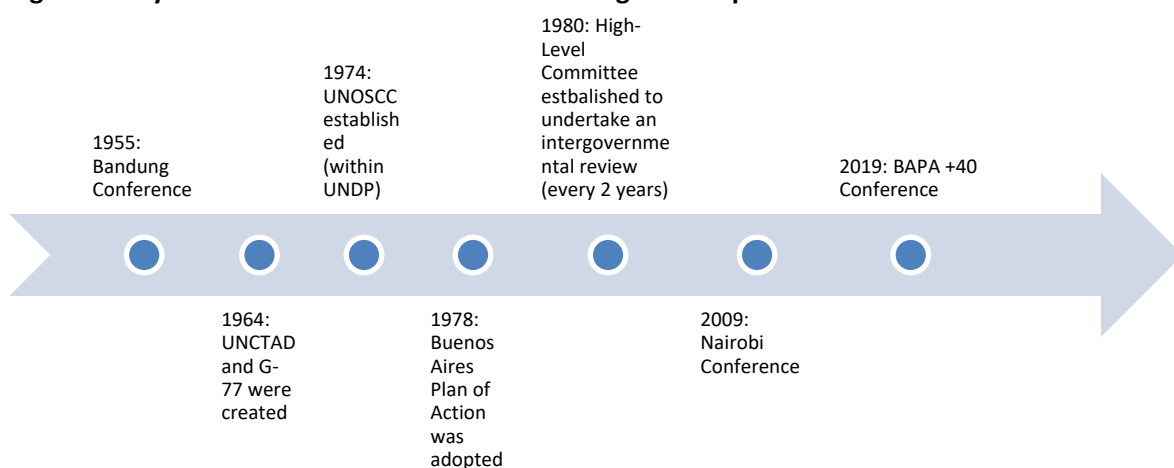
was a significant milestone for SSTC as it provided the conceptual foundation for the shift in approach to development assistance, emphasizing national and collective self-reliance among developing countries.<sup>17</sup> Following the conference, steps were taken for follow-up action on the resulting recommendations of the Plan of Action, including the coordination of an overall intergovernmental review of TCDC within the UN System.<sup>18</sup> Since 1980, a High-Level Committee on the Review of Technical Cooperation among Developing Countries was established and has met every two years to undertake an overall intergovernmental review of technical cooperation among developing countries (TCDC) within the United Nations development system. In 2004, the name of the committee was changed to High-level Committee on South-South Cooperation, while keeping its original mandate and the scope of its activities.<sup>19,20</sup>

In 2009, the High-level UN Conference on South-South Cooperation was held in Nairobi, Kenya.<sup>21</sup> The Nairobi Conference resulted in an outcome document that highlighted the roles that national governments, regional entities and UN agencies are to play in supporting and implementing South-South and triangular cooperation.<sup>22</sup> Moreover, the Conference increased political visibility to SSC as the development approach which developing countries have agreed to partner together on to find solutions to their common development challenges.<sup>23</sup>

In 2015, The 2030 Agenda for Sustainable Development was adopted by the UN General Assembly, where South-South cooperation is evident across all development goals, and is particularly important to SDG 17, which calls for a strengthening of “the means of implementation” and a revitalization of “the global partnership for sustainable development”.<sup>24</sup>

To commemorate the first conference 40 years ago, the Second High-Level UN Conference on South-South Cooperation (BAPA+40), was held in 2019 in Buenos Aires, Argentina. The conference served to review the trends and lessons learned since 1978 and launch a new strategy to respond to the 2030 Agenda for Sustainable Development. Representatives from 160 countries adopted an outcome document renewing the global commitment in the promotion and investment of this type of collaboration between countries from the Global South.

**Figure 1: Key Milestones in South-South and Triangular Cooperation**



<sup>17</sup> Buenos Aires Plan of Action (Argentina, 1978)

<sup>18</sup> General Assembly resolution 33/134 (1978)

<sup>19</sup> General Assembly resolution 35/202 (1980)

<sup>20</sup> General Assembly Resolution 58/220 (2004)

<sup>21</sup> UNOSSC “South-South Cooperation: The Making of a History”: <https://www.unsouthsouth.org/about/about-unossc/>

<sup>22</sup> A/64/L.37 Nairobi outcome document of the High-level United Nations, Conference on South-South Cooperation, December 2009.

<sup>23</sup> Nairobi outcome document in General Assembly res. 64/222, annex, paras. 10, 11 and 21.

<sup>24</sup> UN General Assembly Resolution 70/1, Transforming our world: the 2030 Agenda for Sustainable Development, 2015.

## 1.2 SSTC in the UN System

The BAPA+40 Outcome document called for the United Nations development system to support and promote South-South cooperation and triangular cooperation, aiming at implementing the 2030 Agenda for Sustainable Development. Many United Nations entities have integrated SSTC into their respective strategic frameworks or work plans and designed innovative South-South and triangular cooperation initiatives to benefit developing countries; and have established or strengthened specialized units and set up programmes with dedicated human and financial resources to advance SSTC.

As established by the General Assembly, UNOSSC is the designated focal point for promoting and facilitating South-South and triangular cooperation for development on a global and United Nations system-wide basis. Its strategic framework responds to General Assembly resolution, which “reiterates that the United Nations development system should mainstream and enhance its support to South-South and triangular cooperation, at the request and with the ownership and leadership of developing countries, through a system-wide approach”. Moreover, the framework is aligned with the principles outlined in the Nairobi outcome document of the 2009 High-level United Nations Conference on South-South Cooperation and the 1978 Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries. As such, the framework provides a comprehensive response for support to South-South and Triangular Cooperation across the funds, programmes, specialized agencies and other entities of the United Nations system.

Under its 2018-2021 strategic document, UNOSSC has three strategic outcomes: (a) the advancement of policy choices for South-South and triangular cooperation and coordinated United Nations system support to such cooperation; (b) capacity development through the sharing of knowledge and experiences; and (c) the forging of strategic South-South and triangular partnerships to support demand-driven programmes. Within this framework, the Office undertakes the following key activities: mainstreaming SSC across the UN system; engaging with a wide range of partners, including Member States, UN entities, multilateral bodies and private-sector and civil society organizations in order to provide the comprehensive support for SSC; innovating by seeking, showcasing and transferring forward-thinking Southern development solutions; and enabling countries of the South to work together to use their wealth of resources in support of development efforts. Alongside this, UNOSSC also serves as the secretariat to the High-level Committee (HLC) on SSC, a subsidiary body of the General Assembly, to provide policy directives and guidance. It also is responsible for the tracking, reviewing and reporting on the progress as well as the global trends and lessons learned in UN support to SSC. Lastly, the Office manages the United Nations Fund for South-South Cooperation, the Pérez-Guerrero Trust Fund for South-South Cooperation, the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation, and the India-UN Development Partnership Fund.

Different approaches and understanding of SSC have led to the evolution of basic principles of SSC. They are as follows:

- Demand Driven
- Respect for national sovereignty
- Political and Macroeconomic Non-Conditionality
- Spirit of Sharing (Solidarity)
- Mutual Benefit

In addition to the abovementioned normative principles, framework of operational guidelines on United Nations support to South-South Cooperation (2016) identified following four operational principles:

- Mutual accountability and transparency
- Development effectiveness
- Coordination of evidence- and results-based initiatives
- Multi-stakeholder approach

Development Cooperation under SSC is plurilateral in nature as different countries of global South have different modalities which are in tune with their national priorities and comparative advantages.

### 1.3 South-South and Triangular Cooperation at UNFPA

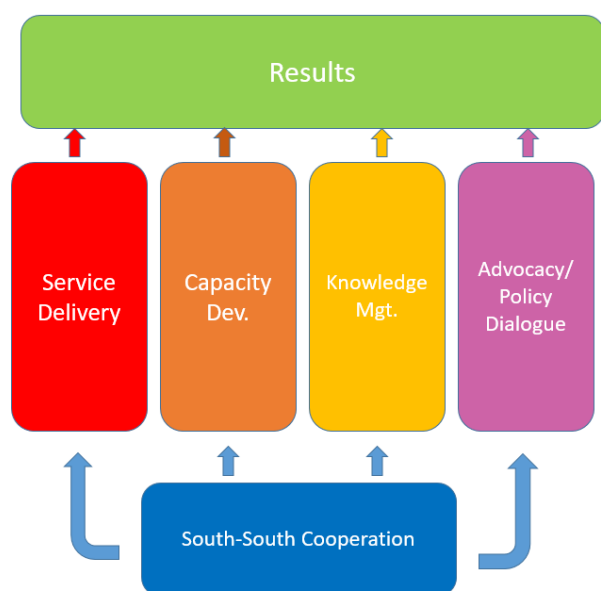
#### *Definitions of SSC and TC at UNFPA*

**South-South Cooperation (SSC)** “is a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions”.<sup>1</sup>

**Triangular Cooperation (TC)** is a subset of SSC and has the SSC structure but with the added involvement of a traditional donor country or donor organization (“North”). The traditional donor may play the role of provider of financial resources, goods or services, even as the participating developing countries are also providing resources to the initiative. If there are two or more developing countries in the arrangement, without a “Northern” country, it is classified as SSC and not as TC.<sup>1</sup>

In the current UNFPA Strategic Plan 2018-2021, SSTC has been institutionalized as a stand-alone fifth mode of engagement together with partnership and coordination.<sup>25</sup> Given its crosscutting nature, SSTC is also employed as a cross-cutting strategy across the four other modes of engagement (see Figure 2 ). This renewed commitment to South-South Cooperation as a key programming modality is aligned with Goal 17 on partnership and cooperation in the 2030 Agenda, commitments to SSC in the Addis Ababa Action Agenda (AAAA), and directives from the Quadrennial Comprehensive Policy Review to mainstream and enhance support to SSTC at the request, ownership, and leadership of developing countries.”<sup>26-27,28</sup>

Figure 2: SSC as a crosscutting programming strategy



<sup>25</sup> UNFPA Strategic Plan 2018-2021, Annex 4

<sup>26</sup> UN General Assembly Resolution 70/1, Transforming our world: the 2030 Agenda for Sustainable Development, 2015.

<sup>27</sup> Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda), 2015.

<sup>28</sup> Implementation of General Assembly Resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR): 2018



In 2018, a UNFPA Corporate Strategy on South-South and Triangular Cooperation and a supplemental Guidance Note on South-South and Triangular Cooperation Programming were produced to operationalize SSTC as a new mode of engagement. This corporate shift to SSTC is expected to improve the overall programming effectiveness towards achieving the goals of the International Conference on Population and Development (ICPD) Programme of Action and the 2030 Agenda. Additionally, it is intended to leverage the increasing interest and capacity of the countries in the Global South, particularly MICs, to participate as provider and recipient countries and position UNFPA as a thought leader in this development modality.<sup>29</sup>

### **SSC Management**

At UNFPA, the Policy and Strategy Division (PSD) serves as the coordinator of SSC capacity development, support and reporting at the corporate level. Within PSD, there are three full-time staff members working on the SSC Team. It is envisioned that a network of SSC focal points, who are SSC experts in HQ, RO and selected COs will be established to better facilitate SSC matching and negotiation at the country level.<sup>30</sup>

### **Role of UNFPA**

At UNFPA, SSC is a demand-driven, reciprocal and ownership-oriented development model for designing and implementing collaborative initiatives among developing countries, to act as a complement to, not substitute for, traditional North-South development models. In this view, UNFPA plays a facilitating role to create supply and demand for SSC across its programme countries. Figure 3 highlights standard SSC initiatives at UNFPA.

**Figure 3. Standard SSC Initiatives<sup>31</sup>**

a. Promote SSC as an effective development modality, thus raising both the supply and demand for cooperation
b. Develop strategic partnerships and find synergies with SSC champions - governments, funds, international and national NGOs, intergovernmental entities, faith-based organizations, etc.
c. Identify interested institutions as provider or recipient
d. Develop capacity of these institutions to do SSC
e. Facilitate in matching by finding suitable partner-institutions
f. Assist in the negotiation that includes providing inputs to drafts of agreements, TORs, etc.
g. Provide funds, technical inputs, expert personnel/consultant, if needed
h. Mobilize resources, including arranging a TC
i. Implement SSC-supported programme activities
j. Monitor progress, intervenes to address challenges, including providing benchmarks for defining success of the collaboration
k. Support in the documentation and communication of successful collaborations
l. Raise capacity of country offices and staff in doing SSC
m. Organize global and regional matching exercises and events -
n. Intervene in negotiations between countries, if asked by the CO
o. Conduct quality control of SSC plan through the Programme Review Committee process
p. Provide policy, strategy, guidance and other programme tools
q. Coordinate various organizational initiatives
r. Create and administer a global needs-and-solutions platform
s. Monitor and report on the progress of UNFPA-wide SSC implementation

### **Capturing SSTC results**

While there is a global recognition that systematic assessment of SSC initiatives can help to enhance SSC practices and capture its influence/impact on development results, the lack of monitoring and evaluation systems in place for a robust assessment to be done is a common challenge for SSC initiatives writ large.<sup>32</sup> At UNFPA, where SSC is a mode of engagement, activities designed to support or enable South-South cooperation

<sup>29</sup> UNFPA Guidance Note on South-South and Triangular Cooperation in Programming, 2018.

<sup>30</sup> UNFPA Guidance Note on South-South and Triangular Cooperation in Programming, 2018.

<sup>31</sup> UNFPA Guidance Note on South-South and Triangular Cooperation in Programming, 2018.

<sup>32</sup> ECOSOC How Governments of the South assess the results of South-South Cooperation: Case studies of South-led approaches, 018.

can potentially be monitored in terms of expenditures, outputs and their linkage to specific outcomes. Presently, there are a few processes in place to support the monitoring and evaluation of SSC related results. These include indicators and entry points in the UNFPA Strategic Plan, UNFPA Country Programme Document (CPD) and the annual work-planning tools, including Strategic Information System (SIS/MyResults) and the Global Programming System (GPS).

- In the Strategic Plan 2018-2021, there is a dedicated indicator for SSC (OEE 1.12): Number of UNFPA offices that use SSC to address countries' priorities.
- In the CPD, there is a results matrix where SSC may be included as an indicator under a relevant output. For example, if the country is an intended SSC-recipient, the indicator could be a planned exchange of knowledge, innovation, capacity-development, services, and/or resources to achieve the CPD output. If the country is SSC-providing, the plan may be related to increased institutional capacity.<sup>33</sup>
- In SIS/MyResults planning, SSC initiatives may be captured in the following areas: Programme Cycle Outputs to capture (if it is an indicator in the CPD, then it must be an indicator under the respective output in SIS); Office-Defined/Management Outputs to indicate any plan to mobilize resources; and Other Indicators to capture SSC plans of the office ( OEE 1.12a: Number of South-South cooperation initiatives that the country has RECEIVED during the year as a result of UNFPA support OEE 1.12b: Number of South-South cooperation initiatives that the country has PROVIDED during the year as a result of UNFPA support)
- In GPS, SSC is an activity tag so all activities in GPS workplans have the option to tag whether or not the activity is SSC in nature.

## Expenditure on SSTC at UNFPA

At UNFPA, South-South Cooperation has been long recognized as a key programming approach to the achievement of its transformative results.<sup>34</sup> In 2015, the UNFPA Executive Office established the "South-South Project" with the main objective of mainstreaming South South and Triangular Cooperation and propose innovative alliances with developing countries to accelerate the implementation of the ICPD and the SDGs.

In 2018, about 30 per cent of UNFPA resources for South-South cooperation were spent on capacity development and policy and advocacy strategies. Figure 3 provides an overview of the distribution of 2018 UNFPA expenditure across the other programme strategies of the strategic plan, 2018-2021, displaying that country offices harnessed South-South Cooperation in versatile ways towards programme results.

## 2. Rationale, objectives and scope of the evaluation

The evaluation will be the first evaluation on South-South and Triangular Cooperation (SSTC) at UNFPA. The evaluation comes at a key moment to accompany and inform the implementation of the UNFPA South-South and Triangular Cooperation Strategy within the Agenda 2030. A unit in charge of SSTC was created less than 2 years ago.

The evaluation was requested by management.

The main **purpose** of the evaluation is to take stock of initial progress, lessons learned, enabling factors and challenges of the past SSC journey and interventions of UNFPA as a facilitator and provide evaluative input (basis for decisions to be made) for the implementation of the UNFPA SSTC strategy and overall approach in this area.

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<sup>33</sup> Ibid.

<sup>34</sup> UNFPA Strategic Plan 2018-2021, Annex 4

The objectives of the evaluation are:

- Assess the strategic approach of UNFPA to SSTC including the vision for future direction and how this fits into achieving the Strategic Plan and transformative results;
- Assess the appropriateness of the Strategy in terms of conceptual framework, principles, implementation mechanisms, monitoring mechanisms and evaluation plan;
- Take stock and provide key learning and inputs to managers regarding the implementation of SSTC strategy and interventions at UNFPA;
- Provide inputs for the operationalization of the SSTC Strategy, future programming under the Strategy and its future evaluability.
- Inform the development of the next Strategic Plan in the area of SSC.
- Identify SSTC approaches at other organizations within the UN system that could be adjusted and applied to UNFPA.

The evaluation will take place 2 years after the adoption of the SSC Strategy, commencing mid- 2019 and ending in 2020. It will cover implementation at country, regional and corporate levels.

The evaluation intends to look at all components related to SSC at UNFPA, which includes but is not limited to, the vision, approach and conceptual foundation of SSTC; principles of SSC, programming, monitoring, evaluation and reporting; and institutional capacity.

Specifically, with regard to the scope, the evaluation will:

- Assess the appropriateness of the conceptual framework of the Strategy, determining whether the principles, objectives, the implicit theory of change and the implicit results framework are articulated and whether relevant, reliable and valid indicators are in place.
- Assess the availability and quality of the data needed to measure and monitor results (including the availability and sufficiency of baselines and targets).
- Assess whether an adequate M&E plan is in place across the organization.
- Assess whether South-South cooperation skills and capacity of staff across UNFPA country offices is adequate or UNFPA role as a facilitator of SSTC.
- Assess opportunities for strategic partnerships for UNFPA in the area of SSC.
- Review the current situation of SSC at UNFPA (including the organizations' corporate culture on SSC).
- Assess opportunities for the implementation of the SSC Strategy including innovative approaches and strategic partnerships.
- Conduct a review of SSC initiatives in UN agencies specifically in terms of approach, implementation, processes and M&E systems.
- The assessment will culminate with a proposal for improvements and operational suggestions for strengthening SSC at UNFPA. These proposed improvements will be based on and derive from the findings of the assessment.

## **Users**

The key users of the formative evaluation will be the SSC (Inter-country Cooperation Office) Unit, PSD, senior management at UNFPA, other UNFPA business units at the global, regional and country levels, UNOSC, and other stakeholders in the area of SSC.

## **3. Evaluation approach and methodology**

The evaluation will be formative in nature and utilization-focused<sup>35</sup>, following the principle of usefulness to its intended users. The evaluation will also be transparent, inclusive, and conducted in a participatory manner.

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<sup>35</sup> Michael Patton, Utilization-Focused Evaluation (UFE) begins with the premise that evaluations should be judged by their utility and actual use. 2008 Sage.

The evaluation will utilize mixed methods and draw on quantitative and qualitative data for data collection and analysis. The evaluation will be gender and human rights responsive.

The evaluation will follow UNEG Norms and Standards for Evaluation in the UN system and abide by UNEG Ethical Guidelines and Code of Conduct and any other relevant ethical codes.

The evaluation team will develop the design for the evaluation including the approach, the evaluation criteria and questions contained in a matrix, and methodology for data collection and analysis. Indicative methods for data collection will include documentary review, interviews with key informants, focus groups, case studies, online group consultations, and surveys. The evaluation design will be developed during the inception phase of the exercise and presented in the inception report.

Indicative areas of investigation and evaluation questions

### **1. *Appropriateness of the conceptual framework of the Strategy***

To what extent is the conceptual framework of the Strategy (objectives, the implicit theory of change and the implicit results framework) clearly articulated?

To what extent is the SSTC Strategy in-line with the principles of SSTC?

To what extent has UNFPA integrated a human-rights based approach in the approach to SSTC?

### **2. *UNFPA as a facilitator for SSTC***

To what extent UNFPA has facilitated programme countries to benefit from SSC to address their own development challenges?

### **3. *Sustainability***

How sustainable are the benefits of SSTC initiatives supported by UNFPA? To what extent have SSTC initiatives been owned and embedded at the national level?

### **4. *Institutional capacity of UNFPA***

To what extent does UNFPA have the capacity to facilitate SSC initiatives (human and financial resources, processes, mechanisms and systems)?

All evaluation criteria, questions and assumptions to be assessed will be contained in an evaluation matrix. The matrix is intended as a framework for the collection and analysis of data and will contain the evaluation questions by evaluation criteria and assumptions (aspects to focus upon), indicators associated to these assumptions, sources of information and sources and tools for data collection.

## **4. Data collection and analysis tools**

The evaluation team will design the evaluation methods and tools that will allow the evaluation team to answer the questions and to come up with an overall assessment backed by clear evidence. The methodological design will include: an analytical framework; a strategy for collecting and analysing data; a series of specifically designed tools; and a detailed work plan.

Tools for data collection will include:

### **Study of documentation**

This will include the examination of internal and external documentation. Internal documentation will cover all available documents related to SSTC in UNFPA i.e. planning documents, progress/ annual reports/ assessments at all levels of the organization. External documentation will include SSTC assessments elsewhere, practices at other organizations, practitioners' manuals and guides, as well as state-of-the-art academic literature on SSTC and approaches.

### **Access to existing datasets**

The main ones are the Global Programming System (GPS) database, the Strategic Information System (SIS), Evaluation Database, management response tracking system and data on portfolio review analysis.

### **Semi-structured interviews**

Will be the main tool used for primary data collection. Unstructured interviews will be used in the case studies to collect narrative descriptions of impact (storytelling). Semi-structured interviews will follow differentiated protocols by type of stakeholder. This type of interviews will encompass one-on-one meetings that may be either remote or face-to face in those countries covered by field visits. The results of interviews will be registered in interview logbooks.

### **Consultations with SSTC experts**

These consultations will consist of interviews and group discussions with leading profiles, thought leaders, practitioners and bellwethers in the field of SSTC from development organizations, including UN agencies, and academic institutions and think tanks.

### **Online survey**

The survey will be targeted to UNFPA staff at large and will address aspects related to SSTC.

**Country and regional case studies:** the evaluation team will assess UNFPA support to and implementation of SSTC at global, regional and country level. The team will conduct five country/regional case studies (involving field visits or desk study) to provide an in-depth assessment and illustrate UNFPA support.

**Comparative review:** review of SSC initiatives in UN agencies specifically in terms of approach, implementation, processes and M&E systems.

## **5. Evaluation process**

The evaluation will include 5 main phases, each with distinct milestones and deliverables.

### *Preparatory phase*

- Preparation of ToR in coordination with stakeholders.
- Selection of external consultants.
- Collection of relevant documentation and creation of document repository in google drive.
- Preparation of preliminary stakeholder map by evaluation manager.
- Creation of the Evaluation Reference Group.

### *Inception phase*

- Desk review of relevant documentation and preliminary meetings with key stakeholders.
- Finalization of a stakeholder map.
- Delivery of draft inception report detailing the proposed design of the evaluation and methodological approach including timeframes for deliverables.
- Workshop with stakeholders in NY and presentation of draft inception report to the Evaluation Reference Group
- Integration of feedback from the ERG into the final inception report.

### *Data Collection Phase*

- Stakeholder interviews/ focus groups/ surveys with UNFPA and other UN staff and partners, including:
  - UNFPA staff at country, regional, and headquarters.
  - UNFPA partners.
  - Beneficiaries
  - UN agencies and other stakeholders implementing SSTC initiatives.
- *Comparative review*

### *Reporting Phase*

- On the basis of the data collection and analysis, the evaluation team will prepare a draft evaluation report which will be circulated to the ERG.
- The consultants will incorporate comments from the ERG and prepare the final report.

### *Management Response and Dissemination Phase*

- Programme management will prepare a management response to the recommendations contained in the report.
- On the basis of the data collection and analysis, the evaluation team will prepare a draft evaluation report which will be circulated to the ERG.

## **6. Deliverables**

The deliverables will include the following:

- Inception report;
- Internal short case studies (4-5);
- PowerPoint presentation of inception report for reference group members;
- Draft and final evaluation report;
- PowerPoint presentation for Reference Group members;
- Workshop for key stakeholders on the results of the evaluation;
- Review of SSC in the UN system;

The *inception* report (max 20 pages plus annexes) should include the following elements:

1. Description of the Innovation Initiative and organizational context within UNFPA;
2. Evaluation design including a fully-fleshed out methodology;
3. Time-table for the exercise;
4. Relevant annexes.

The *final* report (max 35 pages plus annexes) should include the following elements:

1. Executive summary
2. Description of SSTC and organizational context within UNFPA;
3. Purpose and objectives of the evaluation
4. Description of the methodology utilized;
5. Findings
5. Conclusions
6. Recommendations;
7. Relevant annexes.

## 7. Evaluation timetable

Phase	Task	Timeline
Preparatory	Preparation of ToR	June 2019
	Collection of relevant documentation and creation of document repository in google drive	June/July 2019
	Preparation of preliminary stakeholder map by evaluation manager	June/July 2019
	Selection and engagement of consultant(s)	July/August 2019
	Creation of the Evaluation Reference Group	July 2019
Inception (August-September 2019)	Initial documentary review and interviews	August 2019
	Trip to NY for internal Workshop and first Reference Group meeting for feedback for the preparation of the draft inception report	September 2019
	Draft inception report	September 2019
	Comments from RG	September 2019
	Final inception report	October 2019
Data collection (October 2019 – February 2020)	Stakeholder interviews / survey with UNFPA and other UN staff and partners Case studies Comparative review	November 2019- April 2020
Reporting (2020)	Findings workshop	June 2020
	Trip to NY to present preliminary results of data collection phase	July 2020
	Conclusions and recommendations workshop	August 2020
	Draft final report	August 2020
	Comments from RG	September 2020
	Final report	October 2020
Management response, dissemination and sharing of results	Management response	November 2020

## 8. Management of the evaluation

The Evaluation will be conducted and managed by UNFPA Evaluation Office who will have overall responsibility for the management of the evaluation process including hiring and managing the team of external consultants, ensuring the quality and independence of the evaluation and to guarantee its alignment with UNEG Norms and Standards and Ethical Guidelines. Key roles and responsibilities of the **evaluation manager** include:

- Prepare the terms of reference for the evaluation in coordination with the evaluation reference group (ERG);
- Hire the team of external consultants;
- Supervise and guide the consultant team in each step of the evaluation process;
- Review, provide substantive comments and approve the inception report, including the evaluation design and work plan;
- Review and provide substantive feedback on all deliverables;
- Quality assure the entire evaluation process;
- Liaise with the ERG and convene and chair the ERG meetings with the evaluation team;
- Identify and ensure the participation of relevant stakeholders in coordination with the ERG throughout the evaluation process;



- Contribute to learning, knowledge sharing, the dissemination of the evaluability assessment findings and follow-up on the joint management response.

The final evaluation report will be approved by the Director of the Evaluation Office.

An **evaluation reference group (ERG)** will support the evaluation at key moments of the process to ensure broad participation on the conceptualization of the exercise. Members will provide substantive technical inputs, will facilitate access to documents and informants, and will ensure the high technical quality of the evaluation products as well as learning and knowledge generation. The ERG will consist of UNFPA staff from all levels.

## 9. Quality

All evaluative exercises in the UN system are subject to UNEG norms and standards, as referred to in the UNFPA Evaluation Policy 2019. Quality of deliverables for evaluations should follow UNEG guidelines.

The first level of quality assurance of all evaluation deliverables will be conducted by the **evaluation team leader** prior to submitting the deliverables to the review of the EO evaluation manager.

The evaluation report will be subject to assessment by an independent evaluation quality assessment provider. The evaluation quality assessment will be published along with the evaluation deliverables on the Evaluation Office website.

The Director of the UNFPA Evaluation Office maintains an oversight and quality assurance role in terms of the final evaluation report.

## 10. Evaluation Team

The core evaluation team will be composed of a team leader, 2 SSTC experts, and a junior researcher.

### Team Leader – Senior Evaluation Expert

The **team leader** must have an extensive experience leading and conducting evaluations. His/her primary responsibilities will be:

- Conducting and leading the evaluation in all its phases and managing the inputs of the other team members throughout the exercise;
- Setting out the methodological approach;
- Delivering the inception and final reports in line with the requested quality standards;
- Undertake field missions or desk case studies as planned in the inception report;
- Present the results of the evaluation to stakeholders;
- Quality assure the quality of all deliverables.

### *Minimum qualification required:*

- Master's degree or equivalent in development studies, sociology, economics, social studies, international relations or other related field;
- 13 to 15 years of experience conducting or managing evaluations;
- Experience conducting different types of evaluations;
- Proven skills in evaluation methodology, research analysis, including quantitative and qualitative data collection and analysis techniques;
- Strong knowledge of UNFPA mandate areas
- Previous experience working on evaluations of areas of UNFPA mandate would be considered an

- asset;
- Demonstrated expertise/experience in developing theories of change, results frameworks, and evaluation and monitoring systems;
- Knowledge of gender and human rights sensitive evaluation practice, and UNEGs ethical standards and guidance on Integrating Human Rights and Gender Equality in Evaluations;
- Excellent report writing skills, analytical skills, and computer skills;
- Excellent command in written and spoken English.
- Strong experience leading teams.

### **Team Members – SSTC Specialists**

The team member will:

- Contribute to the design of the evaluation methodology;
- Make substantive contributions to the evaluation deliverables including the inception and final reports in line with the requested quality standards;
- Contribute to all phases of the evaluation;
- Undertake field missions or desk case studies as planned in the inception report;
- Present the results of the evaluation to stakeholders.

*Minimum qualification required:*

- Master's degree or equivalent in development studies, sociology, economics, social studies, international relations or other related field;
- Experience conducting evaluations;
- Strong knowledge and experience in SSTC;
- Proven skills in, research analysis, including quantitative and qualitative data collection and analysis techniques;
- Excellent report writing skills, analytical skills, and computer skills;
- Excellent command in written and spoken English.

### **Team Member – Researcher and Data Analyst**

The team member will:

- Contribute to the design of the evaluation methodology;
- Undertake the in-depth documentary review as per the guidance of the team leader;
- Generate datasets;
- Conduct basic analysis;
- Prepare inputs and make contributions to the evaluation deliverables;
- Participate actively in the primary data collection process (conducting interviews and participating in focus groups);
- Assist with the management of the datasets generated during the exercise;
- Maintain a google folder with relevant documentation;
- Participate in team meetings, including with stakeholders.

*Minimum qualification required:*

- Master's degree or equivalent in development studies, sociology, economics, social studies, international relations or other related field;
- 3 years of experience conducting research;
- Experience in development of stakeholder mappings and analysis;
- Proven skills in, research analysis, including quantitative and qualitative data collection and analysis

- techniques;
- Excellent report writing skills, analytical skills, and computer skills;
- Excellent command in written and spoken English.

### **Evaluation advisor and quality assurer of the evaluation process**

The expert will be expected to:

- Provide technical guidance on the methodological approach
- Review and provide comments to the inception report
- Review and provide comments to the draft evaluation report
- Participate in meetings with the evaluation team
- Attend and contribute to evaluation reference group meetings
- Provide inputs and technical guidance to the overall evaluation process, as needed.

*Minimum qualifications required:*

- Masters or PhD degree in development studies, sociology, economics, social studies, international relations or other related field;
- Technical expertise in formative, utilization-focused and principle-based evaluation
- Experience conducting or managing evaluations, in particular utilization-focused evaluations.
- Proven expertise in evaluation methodology, research analysis, including quantitative and qualitative data collection and analysis techniques.

### **11. Code of conduct and norms for evaluation in the UN system**

Evaluations of UNFPA-supported activities need to be independent, impartial and rigorous and evaluators must demonstrate personal and professional integrity. In particular:

1. To avoid conflict of interest and undue pressure, evaluators need to be independent. The members of the evaluation team must not have been directly responsible for the policy/programming-setting, design, or overall management of the subject under evaluation, nor should they expect to be in the near future. Evaluators must have no vested interest and should have the full freedom to conduct impartially their evaluative work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.
2. The evaluators should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
3. At times, evaluations uncover evidence of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body.
4. Evaluators should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to, and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the dignity and self-worth of all stakeholders.
5. Evaluators are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, evidence based findings, conclusions and recommendations.

No team member should have participated in the preparation, programming or implementation of the Innovation Initiative.

See Code of conduct for evaluation in the United Nations System at:

<http://www.unevaluation.org/document/detail/102>

See Norms for evaluation in the United Nations System at: <http://www.unevaluation.org/document/detail/21>

## Annex II. Methodology and tools

### 1. Overview of the evaluation design and approach

The evaluation was formative and utilization-focused, intended to inform decisions on SSC strategies and processes at UNFPA and to provide inputs for the next UNFPA Strategic Plan. It was formative, as it was undertaken at the initial stages of the implementation of the South-South Cooperation Strategy and UNFPA Strategic Plan (2018-2021), where SSC features as a cross-cutting mode of engagement. The evaluation was principles-focused in order to try to respond to one of the key challenges to this evaluation, which is the broad and constantly evolving definition of SSC since its first conceptualization. In addressing this, one of the three main components of this evaluation intends to assess, learn from and improve the conceptualization and framing of SSC initiatives at UNFPA under the framework provided by the SSC Principles.<sup>36</sup>

The evaluation was also transparent, inclusive, and conducted in a participatory manner. It had an important organizational learning component and aimed to ensure a high degree of engagement and intense consultation and interaction with stakeholders throughout. The evaluation utilized mixed methods and drew on quantitative and qualitative data for data collection and analysis. As much as possible, data was disaggregated by gender and age. The evaluators made use of existing national datasets as much as possible to triangulate evidence. It was also gender and human-rights responsive. The evaluation questions addressed issues on human rights and gender equality and evaluators ensured they follow human rights and gender equality responsive protocols when conducting interviews, focus groups, site visits and roll out of the survey. The evaluation followed UNEG Norms and Standards for Evaluation in the UN system and abided by United Nations Evaluation Group (UNEG) and Code of Conduct and guidance on integrating human rights and gender equality in evaluation. The evaluation adhered to UNEG Ethical Guidelines and was informed by the UNFPA evaluation policy and quality assessment system.

**Audience:** At the preparatory phase, the primary intended users of the evaluation were identified and personally engaged in the development of the evaluation ToR. Primary users were further engaged during the design of the evaluation within the inception phase.

### 2. The analytical framework

During the inception phase the evaluation team developed an evaluation matrix to provide framing for the Areas of Inquiry on which to focus; the specific evaluation questions; the assumptions; the indicators to assess the assumptions; and both sources of information and tools for data collection. The three overarching areas of inquiry were identified as:

- Conceptual framing of SSCC at UNFPA – *principle-focused*;
- Results to date of SSTC initiative – *mandate-focused*; and
- Efficiency and effectiveness of SSC for UNFPA programming – *modality-focused*.

The evaluation matrix was used as a systematic guiding framework for the analysis, reflecting the utilization-focus nature of the formative exercise.

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<sup>36</sup> <https://www.unsouthsouth.org/about/about-SSTC/#:~:text=The%20South%2DSouth%20cooperation%20agenda,domestic%20affairs%20and%20mutual%20benefit>

Figure 1. Evaluation Matrix

Aol 1	PRINCIPLE-FOCUSED: Conceptual framing of SSTC at UNFPA			
EQ1	To what extent does the UNFPA SSTC strategy provide an appropriate conceptual framework for UNFPA support to SSTC?			
ASSUMPTIONS TO BE ASSESSED		INDICATORS	SOURCES OF INFORMATION	METHODS AND TOOLS FOR DATA COLLECTION
A1.1 UNFPA conceptualization of SSTC at global, regional, and country levels align with SSTC principles of: - demand-driven; - respect for national sovereignty; - non-conditionality; - horizontality and mutual benefit; - solidarity		- evidence UNFPA SSTC programme documentation explicitly reference SSTC principles - % UNFPA and partner staff can demonstrably articulate how SSTC principles are conceptually and practically incorporated into SSTC programmes	- UNFPA SSTC global documentation - SSTC policy documentation (external to UNFPA)	- Key informant interviews - Online survey
A1.2 UNFPA SSTC strategy provides clear guidance for the design, implementation, monitoring, reporting, and evaluation of UNFPA SSC initiatives		- evidence UNFPA global SSTC strategic documentation outlines practical (a) design and implementation (b) monitoring (c) reporting (d) evaluating and (e)learning guidance - evidence UNFPA regional SSTC documentation provides contextualised guidance on (a) design and implementation (b) monitoring (c) reporting (d) evaluating and (e) learning - % of UNFPA SSTC country office staff are aware of the guidance and report it being useful for (a) design and implementation (b) monitoring (c) reporting (d) evaluating and (e)learning	- UNFPA SSTC global and country level documents	- Key informant interviews - Online survey
A1.3 UNFPA SSTC strategy establishes mechanisms/structures for the coordination of SSC initiatives		- evidence the UNFPA SSSTC strategy explicitly outlines mechanisms for coordination - % UNFPA respondents at the global, regional, and country levels who can articulate functional mechanisms and processes for coordinating SSTC initiatives being implemented	- UNFPA SSTC global and country level documents	- Key informant interviews - Online survey
A1.4 UNFPA SSTC strategy is interpreted in a consistent manner across UNFPA offices in regions and countries		- % countries where UNFPA staff at country and regional levels articulate an understanding of SSTC consistent with the UNFPA strategy	- UNFPA SSTC global and country level documents	- Key informant interviews - Online survey
Aol 2	MANDATE-FOCUSED: Results to date of UNFPA SSTC Initiatives			
EQ2	To what extent does UNFPA support to SSTC initiatives contribute to UNFPA mandates, further advancing the goals of the ICPD and 2030 agenda?			
ASSUMPTIONS TO BE ASSESSED		INDICATORS	SOURCES OF INFORMATION	DATA SOURCES & COLLECTION METHODS
A2.1 UNFPA supported SSTC initiatives contribute to SRHR outcomes across different modes of engagement (service delivery, capacity-building, knowledge management,		- presence of activity, output and outcome measurement mechanisms for SRHR results through SSTC at country level; - evidence of results data against output indicators for SRHR results through SSTC initiatives - evidence of results data against outcome indicators for SRHR results against SSTC initiatives	- UNFPA SSTC global and country level documents	- Key informant interviews - Online survey

and advocacy and policy support)			
<b>A2.2</b> UNFPA supported SSTC initiatives contribute to <b>gender equality (including the reduction of GBV) outcomes</b> across different modes of engagement (service delivery, capacity-building, knowledge management, and advocacy and policy support)	<ul style="list-style-type: none"> <li>- presence of activity, output and outcome measurement mechanisms for gender equality (including reduction of GBV) results through SSTC at country level;</li> <li>- evidence of results data against output indicators for gender equality (including reduction of GBV) results through SSTC initiatives</li> <li>- evidence of results data against outcome indicators for gender equality (including reduction of GBV) results against SSTC initiatives</li> </ul>	- UNFPA SSTC global and country level documents	<ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Online survey</li> </ul>
<b>A2.3</b> UNFPA supported SSTC initiatives contribute to <b>adolescents and youth outcomes</b> across different modes of engagement (service delivery, capacity-building, knowledge management, and advocacy and policy support)	<ul style="list-style-type: none"> <li>- presence of activity, output and outcome measurement mechanisms for adolescent and youth programming results through SSTC at country level;</li> <li>- evidence of results data against output indicators for adolescent and youth programming results through SSTC initiatives</li> <li>- evidence of results data against outcome indicators for adolescent and youth programming results against SSTC initiatives</li> </ul>	- UNFPA SSTC global and country level documents	<ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Online survey</li> </ul>
<b>A2.4</b> UNFPA supported SSTC initiatives contribute to <b>population dynamics outcomes</b> across different modes of engagement (service delivery, capacity-building, knowledge management, and advocacy and policy support)	<ul style="list-style-type: none"> <li>- presence of activity, output and outcome measurement mechanisms for population dynamics results through SSTC at country level;</li> <li>- evidence of results data against output indicators for population dynamics results through SSTC initiatives</li> <li>- evidence of results data against outcome indicators for population dynamics results against SSTC initiatives</li> </ul>	- UNFPA SSTC global and country level documents	<ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Online survey</li> </ul>
<b>A2.5</b> UNFPA supported SSTC initiatives contribute to <b>humanitarian outcomes</b> across different modes of engagement (service delivery, capacity-building, knowledge management, and advocacy and policy support)	<ul style="list-style-type: none"> <li>- presence of activity, output and outcome measurement mechanisms for humanitarian action results through SSTC at country level;</li> <li>- evidence of results data against output indicators for humanitarian action results through SSTC initiatives</li> <li>- evidence of results data against outcome indicators for humanitarian action results against SSTC initiatives</li> </ul>	- UNFPA SSTC global and country level documents	<ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Online survey</li> </ul>
<b>Aoi 3</b>	<b>MODALITY-FOCUSED: Efficiency, Effectiveness and coordination of UNFPA approach to SSTC</b>		
<b>EQ3</b>	To what extent is SSTC an efficient mode of engagement for UNFPA?		
ASSUMPTIONS TO BE ASSESSED	INDICATORS	SOURCES OF INFORMATION	DATA SOURCES & COLLECTION METHODS
<b>A3.1</b> Financial resources and human resources allocated to SSTC are adequate and consistent	<ul style="list-style-type: none"> <li>- % of annual SSTC funding requested, required, and met</li> <li>- % of financial resources via different sources;</li> <li>- satisfaction levels among UNFPA and partners with flexibility and utility of funding from different sources.</li> <li>- # and type of key SSTC staff positions at global, regional, and country levels</li> </ul>	- UNFPA SSTC global and country level documents	<ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Online survey</li> </ul>
<b>A3.2</b> Processes / mechanisms / systems to	- presence of standardised processes / mechanisms / systems to facilitate SSTC initiatives	- UNFPA SSTC global and	- Key informant interviews

facilitate SSC initiatives are working	- satisfaction among UNFPA SSTC staff and partners with the functionality and efficiency of processes, mechanisms and systems	country level documents	- Online survey
<b>A3.3</b> Internal coordination between global, regional, country, and sub-national levels is systematic	- presence of standardised and consistent coordination mechanisms between global regional country and sub-national offices and staff for SSTC initiatives - satisfaction among UNFPA SSTC staff with the functionality and efficiency of coordination mechanisms	- UNFPA SSTC global and country level documents	- Key informant interviews - Online survey
<b>EQ4</b>	To what extent is SSTC a modality that has helped to enhance UNFPA programming and implementation?		
<b>A4.1</b> UNFPA documents and harnesses existing evidence on SSTC best practices and lessons learned	- presence of documented lessons on SSTC - evidence of how lessons and best practice have been incorporated into ongoing and new SSTC initiatives	- UNFPA SSTC global and country level documents	- Key informant interviews - Online survey
<b>A4.2</b> UNFPA supported SSTC initiatives enable linkages between UNFPA mandate areas	- evidence of how linkages and synergies have been promoted between SRHR, gender equality, adolescents and youth, and population dynamics through SSTC initiatives	- UNFPA SSTC global and country level documents	- Key informant interviews - Online survey
<b>A4.3</b> UNFPA supported SSTC initiatives generate synergies for the ICPD, and Agenda for Humanity including the new way of working across the triple nexus	- evidence of how UNFPA has promoted linkages and synergies for ICPD and the agenda for humanity (including working across the triple nexus) through SSTC initiatives	UNFPA SSTC global and country level documents	Key informant interviews - Online survey
<b>A4.4</b> Partnerships at the country level are leveraged and strengthened	- # SSTC partnerships at country level - evidence on how SSTC initiatives have enhanced partnerships at the country level and vice versa - evidence of how SSTC has contributed to leveraging resourcing for and through partnerships	- UNFPA SSTC global and country level documents	- Key informant interviews - Online survey

### 3. Sampling methods and selection of informants

**Stakeholder analysis:** An in-depth initial stakeholder mapping and analysis was conducted at the beginning of the data collection phase, and revised throughout data collection. Figure 2 illustrates the type and coverage of stakeholders the evaluation addressed.

*Figure 2. Type and coverage of stakeholders*

Primary Group	Sub-group	Purpose of engagement in the evaluation	As intended users of the evaluation
UNFPA	ICCO	Corporate level information/conceptualization information; Country and regional level information/practical implementation information; Recommendations for other stakeholders to engage; Recommendations for documents to review.	ICCO: Take stock of UNFPA SSTC strategy and implementation to date; consider future direction of SSTC within UNFPA (including with consideration of the comparative analysis and SSTC in other UN agencies, programmes and funds); ICCO, PD, TD, HO: consider the added value of UNFPA SSTC initiatives to UNFPA mandate.
	Technical Division (TD)		
	Programme Division (PD)		
	Humanitarian Office (HO)		
	Senior Management		
	Regional Offices		
	Country Offices		
Other Agencies, UN	UNOSSC	Recommendations for other stakeholders to engage; Recommendations for document review;	Improve implementation of SSTC Strategy and interventions by means of learning emerging from the evaluation of UNFPA SSTC;
	UNDP		
	ILO		
	FAO		
	UNIDO		



Programmes and Funds <sup>37</sup>	UNICEF	Information on global context of SSTC; Information on other initiatives.	Enhance role and implementation of own SSTC programmes by means of understanding value added of UNFPA approach; Improve operationalization of own SSTC programmes by means of learning from UNFPA SSTC evaluation.
	WHO		
	WFP		
	IFAD		
Global South Governments for selected case studies. ( <i>Selected line ministries as applicable in case study countries</i> )	Ministry of Health	Country and regional level information/practical implementation information; Recommendations for other stakeholders to engage; Recommendations for document review; Information on other initiatives.	Improve implementation of SSTC Strategies and interventions by means of learning emerging from the evaluation of UNFPA SSTC; Enhance role and implementation of own SSTC programmes by means of understanding value added of UNFPA approach; Improve operationalization of own SSTC programmes by means of learning from UNFPA SSTC evaluation.
	Ministry of Education		
	Ministry of Economics/Finance		
	Ministry of Women's Affairs		
	Development cooperation agency and Ministry of Foreign Affairs		
	South-South and thematic centres of excellence		
	Institutes for reproductive health, and population and development		
Civil Society – CSOs and NGOs (global and country-level)	As applicable for: 1. selected case studies; 2. background information; 3. comparative analysis	Country and regional level information/practical implementation information; Recommendations for other stakeholders to engage; Recommendations for document review; Information on global context of SSTC; Information on other initiatives.	Improve implementation of SSTC; Strategies and interventions by means of learning emerging from the evaluation of UNFPA SSTC; Enhance role and implementation of own SSTC programmes by means of understanding value added of UNFPA approach; Improve operationalization of own SSTC programmes by means of learning from UNFPA SSTC evaluation.
Academia		Recommendations for other stakeholders to engage; Recommendations for document review; Information on global context of SSTC; Information on other initiatives.	<i>Not considered as a primarily intended user of this evaluation</i>
Global North Governments	Development Agencies of global north governments	Country and regional level information / practical implementation information; Recommendations for other stakeholders to engage Recommendations for document review; Information on global context of SSTC; Information on other initiatives.	Improve implementation of SSTC; Strategies and interventions by means of learning emerging from the evaluation of UNFPA SSTC; Enhance role and implementation of own SSTC programmes by means of understanding value added of UNFPA approach.

**Sampling:** The guiding principles for the sampling criteria are linked to the formative (forward-looking) purpose of the evaluation. The main sampling method is **purposeful sampling**, a specific type of qualitative and non-

<sup>37</sup> Covered by the comparative study.

probability sampling method used for in-depth study of information-rich cases to illuminate key questions for the evaluation at hand. The key question in sampling was to find a balance between the considerable number of SSC initiatives, the need to gather relevant and accurate data in a way that illustrates a wide range of circumstances, experiences and viewpoints, and the time available to conduct the evaluation exercise.

Given the learning purpose of the evaluation, the sampling criteria were created to acknowledge and capture diverse approaches to SSC across experiences, regions, thematic areas, partners, contexts, etc. Primary criteria include:

1. COs, with experience in SSC as a mode of engagement: those countries with the most experience and initiatives on SSTC by taking into consideration the number of SSTC initiatives in which UNFPA offices and their partner countries are engaged.
2. Regional distribution and geographic reach: ensuring geographic balance across UNFPA regions of APRO, ASRO, EECARO, ESARO, LACRO, and WCARO. Include as many geographical regions as possible while acknowledging intra-regional and inter-regional SSTC initiatives.
3. Range of thematic areas: ensuring balance across UNFPA mandate areas of SRHR, population dynamics, gender equality (including GBV) and adolescents and youth.
4. Humanitarian and development context: ensuring both contexts were included.

Further consideration was also given to:

1. Participation of OECD-DAC and other UN partners in SSTC initiatives, as well as participation of different field partners in initiatives, e.g. governments, CSOs, FBOs, community level, research centres, etc.
2. The UNFPA country quadrant classification<sup>38</sup>. The evaluation attempted to include, as much as possible, countries from each of the four quadrants (red, yellow, orange and pink), that is, with different levels of development in areas of UNFPA mandate.
3. Logistical issues and security concerns: When the evaluation team was not able to travel to the location due to security concerns, or when there were significant logistical obstacles (such as obtaining visas, time/ability to travel, language barriers), the country/regional office was not considered as a field-based case study, but some were covered by desk-based case study.

Sampling was based on the stakeholder analysis, as well as on two datasets of UNFPA SSC initiatives and Atlas/GPS activities per country (164 countries), regional offices and other UNFPA units, described below. There was not a comprehensive list of initiatives available and therefore the evaluation team had to create a landscape of SSC at UNFPA by triangulating different available sources of information.

**Dataset 1 - “Mapping of SSTC initiatives”**: This dataset constituted the sample frame, comprised of a total of 34 UNFPA SSC initiatives with 90 developing country partners involved in at least one of them. *This dataset includes information on sampling criteria for each initiative and developing country involved: country colour quadrant; region of country location; as well as, for the initiatives: title and summary description; year start/end; coding per source; thematic area(s); context (development or humanitarian); inter/intra-regional nature; combination with other modes of engagement; type of partners per sector (e.g. government, civil society, academia); participation of OECD-DAC, other UN partners and/or other multilateral organisations.* The sources of data comprised UNFPA and UNOSSC publications on SSTC initiatives (good practices) and other UNFPA publications.<sup>39, 40</sup>

<sup>38</sup> The terms ‘country quadrant’ and ‘colour quadrant’ correspond to a country classification system that is based on a country’s need and ability to finance and on UNFPA modes of engagement by setting. The system classifies countries into red, yellow, orange and pink quadrants.

<sup>39</sup> UNOSSC (2016) Good Practices in South-South and Triangular Cooperation for Sustainable Development, Volume 1. UNOSSC (2016) Good Practices in South-South and Triangular Cooperation for Sustainable Development, Volume 2. UNFPA. Atlas Spreadsheet (internal document provided by UNFPA/EO) [Excel spreadsheet]. UNFPA (n.d.) UNFPA Solutions Database [Excel spreadsheet]. Internal document provided by UNFPA/EO. UNOSSC and UNFPA (2018) South-South Cooperation in Action: Sexual and Reproductive Health. New York, NY: UNOSSC, UNFPA. UNFPA (2019) Annex 5: Results achieved through South-South and Triangular Cooperation, Annual Report of the Executive Director of UNFPA, 2019 Annual Session of the Executive Board.

<sup>40</sup> During data collection, the sources of data on initiatives were expanded to also include country, thematic and global evaluations by UNFPA Evaluation Office.

Following a joint review of the rationale and in consultation with the Evaluation Reference Group, this sample frame was further narrowed to a final selection of 15 country cases, presented below. The initiatives include both bilateral (only two countries involved) and multilateral (several countries involved) initiatives. For this reason, the number of initiatives and the number of developing country partners for each country in the sample are not proportionate.

Figure 3. Summary of rationale for country selection according to sampling criteria

Country	Region*	Quadrant	# of Initiatives	Thematic Areas	Context (development or humanitarian)	Donor and/or other multilateral organization participation	Types of partners	# of country partners
Bangladesh	APRO	Red	3	Sexual and reproductive health (SRH); Family planning	Both	Yes	Government; Civil society; FBOs	24
Bosnia and Herzegovina	EECARO	Pink	3	Sexual and reproductive health (SRH); SRH (maternal and new-born health); Gender-based violence	Development	Yes	Government; Civil Society; Academia	14
Brazil	LACRO	Pink	2	Gender equality; Population and development	Development	Yes	Government; Civil Society	6
China	APRO	Pink	5	Population and development; Sexual and reproductive health (SRH); SRH (maternal and new-born health)	Both	Yes	Government; Civil Society; Academia	35
Egypt	ASRO	Pink	3	Family planning; Population and development	Development	Yes	Government; Civil Society; FBOs; Academia	19
Ghana	WCARO	Red	3	Population and development; SRH (maternal and new-born health); Family planning	Development	No	Government; Civil society; FBOs	35
India	APRO	Orange	4	Population and development; Family planning	Development	Yes	Government; Civil society; FBOs; Academia	45
Indonesia	APRO	Yellow	4	Family planning; Population and development	Development	Yes	Government; Civil Society; FBOs; Academia	32
Iran	APRO	Pink	2	Sexual and reproductive health (SRH); SRH (midwifery)	Both	No	Government; Civil Society; Academia	2

Mali	WCARO	Red	4	Sexual and reproductive health (SRH); SRH (obstetric fistula); Gender equality; Family planning	Development	Yes	Government; Civil society; FBOs	29
Moldova	EECARO	Pink	3	Gender-based violence; SRH (maternal and new-born health); SRH (HIV/AIDS)	Development	Yes	Government; Civil Society; Academia	12
Mozambique	ESARO	Red	2	Gender equality; SRH (midwifery)	Development	Yes	Government; Civil Society	2
Senegal	WCARO	Red	2	Population and development; SRH; Gender equality	Development	Yes	Government; Civil Society	13
South Africa	ESARO	Yellow	2	Population and development; SRH (HIV/AIDS)	Development	Yes	Government; Academia	16
Thailand**	APRO	Pink	2	Population and development; SRH (maternal and new-born health)	Development	Yes	Government; Academia	16

\* UNFPA regions are delineated as: Arab States (ASRO); Asia and the Pacific (APRO); Eastern Europe and Central Asia (EECARO); East and Southern Africa (ESARO); Latin America and the Caribbean (LACRO), and West and Central Africa (WCARO).

\*\*The Thailand case study was in practice integrated into the APRO case study.

**Dataset 2 – Atlas/GPS Dataset 2014-2019 and other sources for triangulation.** This data source reflects a preliminary search for UNFPA SSC activities worldwide – including budget utilisation – within Atlas from 2014 to 2019. SSC tagging within Atlas was only established in 2018, therefore a subsequent search for SSC-related or similar words in English, Spanish, Portuguese and French was conducted to confirm whether activities were related to SSC.

Complementing triangulation between sources, the evaluation team consulted annual country reports and cross-referenced countries to determine with which other countries one country was partnering with in SSC initiatives. The sample framed was “filtered” in this way to identify country sample repetition. Adding to this, pre-selected countries were also related/cross-referenced against thematic areas of initiatives in which they were involved to ensure maximum coverage of such areas. Interviews with UNFPA staff allowed personnel to suggest countries for selection based on snowball sampling.

Ultimately, the sample size for the evaluation focused on 10 country case studies, 4 regional case studies and a global case study on SSTC for humanitarian purposes.

*Figure 4. Country, regional and global case studies: Desk- and field-based*

Level	Field-Based Case Studies	Desk-Based Case Studies
Country	Bangladesh	Indonesia
	Bosnia and Herzegovina	
	Brazil	
	Egypt	
	Ghana	
	Mexico	
	Mozambique	
	Senegal	
	South Africa	
Regional	West and Central Africa Office (WCARO)	Latin America and the Caribbean Office (LACRO)
	Eastern Europe and Central Asia Office (ESARO)	Eastern and Southern Africa Office (APRO)
Global		Humanitarian

**Country-level:** Evidence from another evaluation exercise of UNFPA-China SSC complemented this evaluation. Thailand was integrated into APRO case study. The desk-based case studies of Indonesia, LACRO and APRO were planned to be field-based, but due to the COVID-19 crisis they were re-categorized as desk-based case studies

**Regional-level:** The evaluation conducted four regional case studies. Coverage of all six regional offices was not possible within the timeframe allocated.

**Global-level:** Only three SSC initiatives were identified in the humanitarian setting (one between Iran and Syria, one between Iran and Afghanistan and one between Bangladesh and China). There was no one single country where a range of humanitarian issues therefore the humanitarian component was reflected in a global desk-based case study.

A global survey, sent to all programme UNFPA staff, was also a data source, with 372 responses.

In addition, global interviews for both UNFPA staff and others – such as Partners in Population and Development (PPD) provided additional data. A full list of all informants interviewed can be found in Annex III.

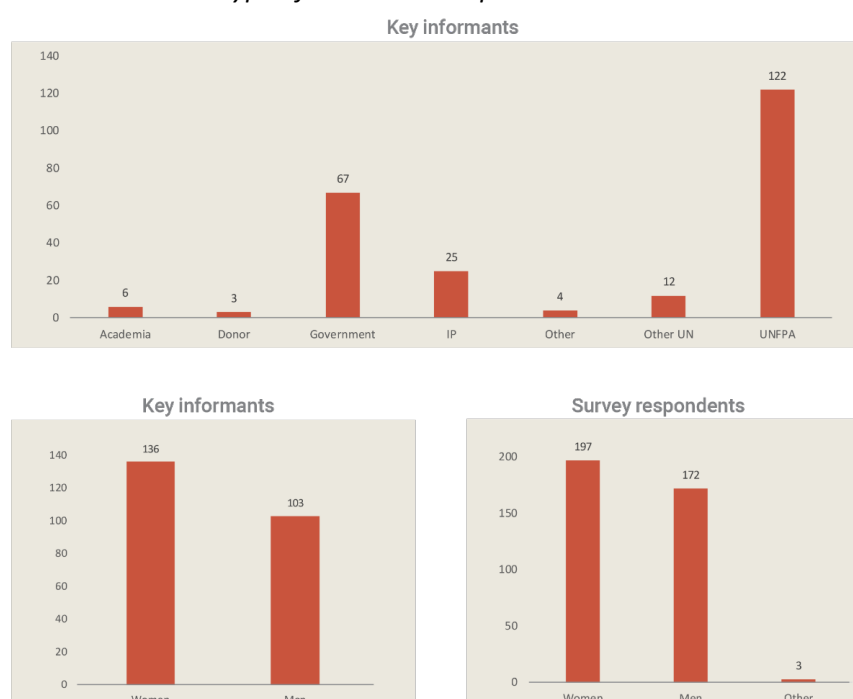
**Sampling for the Comparative Study:** Sampling for the Comparative Review of SSC in the UN system used the criterion of the agencies with the most initiatives systematized in both editions of UNOSSC compilations of SSTC good practices.<sup>41</sup>

*. List of UN agencies selected for the comparative study*

UN Agencies	# initiatives
UNDP	30
ILO	13
UNIDO	13
FAO	12
UNICEF	12
WHO	11
WFP	11
UNFPA	9
UNOSSC	9
IFAD	7

**Involvement of stakeholders in the evaluation:** The evaluation interviewed 239 key informants; 136 were female and 103 male. Out of these key informants, 122 were internal to UNFPA and the others external, across academia, donors, governments, implementing partners, and other UN agencies. A total of 217 documents were reviewed. Furthermore, 372 UNFPA staff responded to the survey. Annexes IV and V present a list of key informants and a bibliography, respectively.

*Figure 6. Gender and type of evaluation respondents*



<sup>41</sup> UNOSSC (2016) Good Practices in South-South and Triangular Cooperation for Sustainable Development, Volume 1. UNOSSC (2018) Good Practices in South-South and Triangular Cooperation for Sustainable Development, Volume 2

#### 4. Methods for data collection

The evaluation utilised the following methods to collect primary and secondary evidence.

**Key informant interviews:** Key informant interviews were conducted with UNFPA and external partner countries and other key stakeholders. A list of key informants to interview were identified in consultation with UNFPA during the inception phase, and evolved as the evaluation process unfolded and more key informants emerged. The list of all key informants interviewed is presented in Annex III.

The KIIs were conducted against the agreed evaluation matrix, with data recorded in a consistent manner across the members of the evaluation team. For this purpose, the KII logbook — also based on the evaluation matrix was used to ensure that all evaluation team members recorded evidence in a consistent and comparative manner to ensure the robustness of the data analysis and triangulation.

**Document review:** Global, regional, and country level documentation was reviewed throughout the evaluation data collection phase, both that internal to UNFPA and wider publications. A full bibliography for the evaluation can be found in Annex IV. This review of secondary data included programme/project (including country programmes and evaluations, as applicable), corporate/thematic evaluations and other relevant documents. This data allowed the evaluation team to gain a fuller understanding of SSTC programming and policies, strategies, coordination and other issues related to evaluation questions, including SSTC initiatives that have been (or are being) undertaken by UNFPA and key stakeholders, as relevant. The documents and datasets reviewed constitute sources of evidence triangulated with other data collected through other evaluation tools.

**Online Survey:** An online survey was administered globally to UNFPA staff at country, regional, and global levels. The data collected through the online survey was utilised in two ways:

1. to generate narrative data from UNFPA programme presence in countries and regions;
2. to supplement the data collected through case studies with wider evidence;

372 responses to the data were collected.

**Case Studies: Field Based.** The cases were designed to provide in-depth insight to UNFPA approach to SSC in various contexts, enabling a deeper understanding of UNFPA-supported SSC initiatives in the national and sub-national context. Each case study involved a preparatory desk review and a country visit by members of the evaluation team to the countries involved in the SSC initiative. The data collection took place at UNFPA, government, partner, and other stakeholder levels.

Two initial pilot field missions (Egypt and Brazil) were conducted simultaneously by different evaluation team members to test the overall approach and data collection methods, based on which the evaluation team planned to refine the evaluation tools and methods for the succeeding field-based case studies. However, no substantive refinement was necessary.

**Case Studies: Desk-Based:** The desk-based case studies further help to provide a deeper understanding of UNFPA approach to SSC across varied contexts, perspectives and experiences. Each desk-based case study consisted of remote assessment of initiatives through a document review and skype interviews with key stakeholders at UNFPA units and countries participating in UNFPA SSTC initiatives and activities, including UNFPA staff, governmental partners, and civil society stakeholders. The data was compiled and analysed in a similar manner to the field-based case studies to facilitate a comparative analysis across all case studies.

**Comparative review:** The comparative review consists of a systematic collection and comparison of data from other UN agencies across three dimensions being: (i) institutional framework for SSC, (ii) implementation of SSC and (iii) assessment of SSC.

Data was collected through online searches, desk review and interviews. Data collection was carried out in two stages. The first one consisted of a preliminary desk review and online searches, aiming to



identify which agencies are more engaged in SSC and, therefore, could provide more insights to the formative evaluation. As a result of this first review, a narrower list of agencies was identified for conduction of in-depth research (nine agencies). The second stage focused on the agencies identified as most engaged in SSTC and consisted of desk review based on public available documents published by the UN system, complemented with interviews.

Figure 7. Dimensions of the Comparative Review

<b>Institutional framework for SSTC</b>	Formal		Are there any specific policies/strategies/ guidelines/ approaches to SSTC? Since when? What are their main contents?
			How is SSTC framed in the strategic documents?
			How is SSTC defined?
			Is there a specific ToC for SSTC?
	Operational		How is SSTC integrated in the agencies' programming?
			Is there a specialized unit in HQ? What are the responsibilities? Where is it located under the agency organogram?
			What are the Regional Offices responsibilities?
			What are the Country Offices responsibilities? Are there any kinds of incentives to COs to engage in SSTC?
			Do M&E Systems reflect SSTC? How?
	Resources		What are the resources allocated to SSTC (funds and staff)?
			What are the main sources of funding for SSTC?
<b>Implementing SSTC</b>	Facilitating exchanges	SSTC	What are the strategies or activities to facilitate SSTC exchanges?
	Knowledge management on SSTC		What are the knowledge management strategies or activities to support SSTC?
			What are the knowledge sharing strategies or activities to support SSTC?
	Enabling environment for SSTC		Are there strategies or activities to foster partnerships and strategic alliances that may enhance SSTC and its effectiveness? What are they?
			Are there strategies or activities to strengthen resource mobilization for SSTC?
	Others		
<b>Assessment of SSTC</b>	Results assessed		Is there any type of SSTC results assessment? What are the main findings?
	Challenges		What are the main challenges faced by the agency to effectively mainstream and implement SSTC?
	Lessons Learned		What are the main lessons regarding SSTC implementation?

## 5. Methods for data analysis

**Data collation:** During data collection, all evidence – both primary and secondary – was collated in case-study specific evidence databases created following the evaluation questions and assumptions within the evaluation matrix. Additional databases were created with complementary data sources such as global interviews, the comparative study, and the survey. At the end of the data collection phase, all these individual databases were combined into a master evidence database.

For each case study and additional data source (such as global interviews and the survey), an individual internal report was developed which included a standardised method of articulating evidence.

**Initial data analysis:** From the summaries of each data source (case studies, the survey, and the comparative review) the evaluation team extracted emerging themes and commonalities for analysis as potential findings. The following specific analytical approaches were used:

- **Descriptive analysis** helped to understand the contexts within which UNFPA SSC initiatives are being implemented
- **Content analysis** constituted the core of the qualitative analysis. The evaluation team analysed and coded documents, interview transcripts, and observations from the field to identify common trends, themes, and patterns for each of the key evaluation questions and criteria
- **Comparative analysis** examined findings across different initiatives, countries, themes, or other criteria. It was also used to identify good practice, innovative approaches and lessons learned.

**Triangulation and verification:** Data from different sources and methods was triangulated.

Preliminary findings, developed through an iterative team process, were then verified against the evidence database to ensure a robustness of process and to guarantee that the evaluation findings are fully evidence-based. This process allows the strength of evidence for each finding to be quantifiable.

## 6. Integration of cross-cutting issues and ethical considerations

**Gender, human rights and youth aspects** are integrated in the evaluation in both content and process. Firstly, the evaluation examined how these areas have been incorporated in SSC initiatives within UNFPA. Secondly, the evaluation methodology is aligned with guidance from UNEG on Integrating Human Rights and Gender Equality in Evaluation.<sup>42</sup> This includes conducting a comprehensive stakeholder analysis (paying particular attention to gender when selecting informants) and to ensure that all relevant voices, opinions and views are considered and heard, and collecting gender disaggregated data on interviewees.

**Ethical aspects** considered in the design and implementation of this evaluation are in line with the United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluation and the UNEG Code of Conduct for Evaluations in the UN System.<sup>43</sup>

To guarantee confidentiality of its informants, including those participants of the survey, responses have only been used in aggregate form. This evaluation report does not include references to individual interviews, which were coded only for referencing in the evidence table. All quotations in the report are anonymous. Furthermore, all participatory data collection methods were developed to be culturally and gender responsive and in line with the do no harm principle, to give voice to a more inclusive and diverse range of stakeholders. Interviewees were informed of the objectives of the evaluation and how data from interviews will be utilized.

The team used stakeholder mapping and analysis in order to identify all potentially interested stakeholders. Interested informants were interviewed with independence of their position in the hierarchical structure, their gender and their time zone.

## 7. Limitations, mitigating actions and quality assurance

During the inception meeting in New York, and based on an initial scoping, initial document review, and initial interviews, a number of limitations and/or potential limitations were identified.

Limitations	Mitigation measures
Evolving definition of SSC	The evaluation was a participatory, consultative and transparent process to engage a wide range of

<sup>42</sup> <http://www.uneval.org/document/detail/980>

<sup>43</sup> <http://www.unevaluation.org/document/detail/100>;  
<http://www.unevaluation.org/document/detail/102>

This makes it difficult to definitively frame and define SSC in a commonly understood and consistent manner	stakeholders to better understand and define SSC at UNFPA from various perspectives. In addition to this, a comparative study of a diverse set of agencies within the United Nations system is included, providing insights on their conceptualization, interpretation and approach to SSC
<b>Absence of an explicit results framework</b>	The evaluation utilized broad areas of investigation (principles-focused, mandate-focused and modality-focused) to better understand how SSC contributes to improving results for UNFPA programming
As a process, traditional results frameworks fundamentally do not capture the often intangible results of SSC initiatives	
<b>Data availability, quality, and reliability challenges</b>	The evaluation collected data on SSC initiatives from various sources and through various methods to triangulate and corroborate the data available in Atlas <sup>44</sup> and the universe of SSC initiatives. Purposeful sampling was employed (See Annex II for further information).
Due to the diverse understanding of what constitutes SSC within UNFPA, there is inconsistent tagging of SSC initiatives by UNFPA country offices and the absence of a definitive list of SSC initiatives within UNFPA	
<b>Outbreak of the COVID-19 global pandemic</b>	With regard to case studies not undertaken before COVID-19, these were reframed as desk-based case studies and included document review and stakeholder interviews. The findings workshop, and the recommendations workshop were transformed into a series of on-line meetings and online workshops

## Key informant questionnaire protocol

### Notes to interviewers:

- \* key informant interviews should take between 45 minutes and 1 hour;
- \* the below list of questions cover all areas and the interviewer should use their judgement as to which questions to focus on based on who the interviewee is (i.e. UNFPA staff, other UN staff, government partner, civil society partner etc.);
- \* interviewers should phrase the questions in the most natural way to themselves;
- \* interviewers should use judgement as to which questions could be followed up based on answers – for example, if respondents do not know of the UNFPA strategy or the way that UNFPA conceptualizes SSC then move on to the next question;
- \* interviewers may take notes in any format but all interview notes need to then be recorded in:
  - (a) KII Logbook – one per interview;
  - (b) The evidence database – for working databases, one per person to be collated into one per case study, to ultimately be collated into one master evidence database.

<sup>44</sup> Atlas is a resource and planning tool used at UNFPA.

### Key points for general introduction / opening statements

- Introduce yourself as independent consultant, not UNFPA staff;
- General introduction to the evaluation:
  - UNFPA has a corporate strategy on SSTC since 2017;
  - This evaluation is meant to be practical, utilization focused evaluation;
- At the end of the data collection, the independent team will present its findings and work with UNFPA staff for a joint development of conclusions and recommendations;
- The evaluation report will be finalized by the May 2020 and will be made public;
- The information provided in the interviews is confidential and we will ensure that no points in the evaluation report can be traced back to the people providing information;
- The interview will last around 45 minutes to an hour.

### Opening questions

- General information about the person(s) being interviewed: – background, how long they have been working at their current job, what they do, and what experience they have:
  - with SSTC;
  - Specifically with a / this UNFPA SSTC initiative.

Question	Links to..	For KII type...
<b>Aol1 principle-focused:</b>		
<b>EQ1. how useful is the UNFPA SSTC strategy as a conceptual framework?</b>		
Q. What do you know about the UNFPA SSTC strategy? OR how UNFPA conceptualizes / understands SSTC? Q. How do you understand SSTC within UNFPA?	Introductory question (A.1.4)	All
Q. Do you think this is well-aligned with the principles of SSTC? - ask respondents to expand on this answer, with probing – ie demand-driven, non-conditionality etc. Q. Do you have examples of how UNFPA SSTC programming is aligned?	A1.1	All
Q. Do you think UNFPA provides good guidance and useful help on how to do SSTC programming? – Ask respondents to expand on this answer, with probing – ie how about for implementation? monitoring? reporting? Q. Is this guidance from headquarters / or regional office / or country office? /or other? Q. Do you have examples of how you have found this guidance useful?	A1.2	All (but specifically UNFPA SSTC staff)
Q. Do you think there are useful mechanisms in place within UNFPA to coordinate all the different SSTC initiatives?	A1.3	UNFPA
<b>Aol2 mandate-focused</b>		
<b>EQ2 results to date</b>		
Q. How has UNFPA SSTC programming contributed to better results? <i>Building upon answers given, probe for:</i> <ul style="list-style-type: none"> <li>- <i>SRHR, gender equality and reduction of GBV, adolescents and youth, population dynamics, and humanitarian</i></li> <li>- <i>service delivery, capacity-building, knowledge management, advocacy</i></li> </ul> Q. Do you have any examples of these results – at output or outcome level?	A2.1	All
<b>Aol3 modality-focused (1/2)</b>		
<b>EQ3. efficiency, and coordination</b>		
Q. Do you think UNFPA has invested / raised adequate funds for SSTC programming?	A3.1	Mainly UNFPA staff but also others
Q. Do you think UNFPA has allocated enough staff for SSTC programming? (probe – global, regional, country, sub-national levels?)	A3.1	Mainly UNFPA staff but also others

Q. Do you think there are the right mechanisms in place to ensure SSTC programming works effectively within UNFPA? Q. Can you give examples of how these mechanisms work? Q. Can you suggest how these mechanisms could be improved?	A3.2	Mainly UNFPA staff but also others
Q. Do you think there is adequate coordination between global, regional, and country levels for SSTC programming? Q. Can you give examples of how this coordination works well? Or examples of where you think the coordination is challenging?	A3.3	Mainly UNFPA staff but also others
<b>Aol4 modality-focused (2/2)</b>		
<b>EQ5. learning, effectiveness, and partnerships</b>		
Q. How does UNFPA ensure continuously learning? – Does UNFPA document best practice for SSTC? Q. How is this incorporated into future programming? Q. Can you give examples of this?	A4.1	All
Q. Do you have examples of how SSTC has helped strengthen links between different UNFPA mandate areas (i.e. SRHR and GBV, for example)?	A4.2	All
Q. Do you have examples of how SSTC has helped strengthen UNFPA work across the triple nexus of humanitarian, peace and development? Or how SSTC has helped strengthen UNFPA commitment to the Agenda for Humanity and the new way of working?	A4.3	All
Q. How well does UNFPA work in partnership for SSTC programming and has UNFPA SSTC-supported work helped strengthen partnerships at all? Q. Do you have any examples of this?	A4.4	All

## Online Survey

Dear UNFPA colleagues,

The UNFPA Evaluation Office is undertaking a formative evaluation of UNFPA support to South-to-South and triangular cooperation (SSTC). The exercise is currently in the data collection phase which includes field visits to country offices undertaking UNFPA SSTC initiatives, a desk review and analysis of SSC initiatives, interviews with internal and external stakeholders, a comparative analysis of SSC approaches by other actors both within the UN system and beyond and a survey.

The Evaluation Office would like to ask for your contribution to this important formative evaluation by participating in this survey to all UNFPA staff at country, regional, and global levels.

This survey will be utilized to ensure all staff have the opportunity to provide their opinion and views related to SSC at UNFPA. Your responses will be kept confidential and seen only by the evaluation team. All respondents are encouraged to provide honest feedback. Results will be aggregated and no individual responses from countries will be shared.

We would really appreciate your participation in this survey: the information you provide will help shape the future work of SSC at UNFPA and ensure that this is informed by the views and experiences of colleagues at the forefront of programming. All staff from HQ, RO and CO can answer the survey (there is no maximum number of respondents by unit) so everyone is encouraged to answer. We invite you to open the survey and if the scope of the survey is not related to your work you will be able to stop at question 4.

The survey should take around **20 minutes** to complete. The deadline for completing the survey is **24<sup>th</sup> April 2020**.

Please complete the survey from your own perspective and experience – there is no right or wrong here! ***Again, just to reiterate, the confidentiality of your responses is assured.***

To access the survey, please click the following link (or copy and paste it into your browser):

Thank you very much for your time and participation.

If you have any questions do not hesitate to contact:

Karen Cadondon [cadondon@unfpa.org](mailto:cadondon@unfpa.org)

Valeria Carou-Jones [carou-jones@unfpa.org](mailto:carou-jones@unfpa.org)

### Part a. Respondent profile

1. What is your gender identity? Compulsory
  - Female
  - Male
  - Prefer to self-describe
  - Prefer not to say
2. What is your age? Compulsory
  - Under 25
  - 26-35
  - 36-45

- 46-55
  - 56 and over
  - Prefer not to say
3. How many years have you been working at UNFPA? Compulsory – only select one
- Less than 1 year
  - 1 to 2 years
  - 2 to 3 years
  - 3 to 5 years
  - 5 to 10 years
  - More than 10 years
4. How long have you been in your current post? Compulsory – only select one
- Less than 1 year
  - 1 to 3 years
  - 3 to 5 years
  - 5 to 10 years
  - More than 10 years
5. What is your current function? Compulsory (Please, select all options that apply):
- Senior Management at CO/RO/HQ
  - Programme
  - Operations
  - Monitoring & Evaluation
  - Communications
  - Resource Mobilization
  - Human Resources
  - Audit
  - Investigation
  - Focal point for South-South and triangular cooperation
  - Programme officer for South-South and triangular cooperation
  - Other (please specify) \_\_\_\_\_
6. In which category are you? Compulsory – only select one
- General Service - GS4 and below
  - General Service – GS5 to GS7
  - National Officer – NOA & NOB
  - National Officer – NOC & NOD
  - Junior Professional Officer
  - P1 to P3
  - P4 & P5
  - D1 and above
  - UN Volunteer
  - Consultant with SSA contract
  - Intern
  - Seconded
7. What type of office do you serve in? Compulsory – only select one
- Country Office
  - Regional Office
  - Sub-Regional Office

- New York- Headquarters
- Liaison office

Only those clicking “country office - Regional Office - Sub-Regional Office in question above should answer this next question (only 1 option possible)

8. In which region is your office in? Compulsory – only select one

- APRO
- ASRO
- EECARO
- ESARO
- LACRO
- WCARO

Only those clicking “country office” in question above should answer this question (a filter is needed)

9. In what colour quadrant is your country office? Compulsory – only select one

- Red quadrant
- Orange quadrant
- Yellow quadrant
- Pink quadrant

10. What type of work does your country office mainly do? Compulsory – only select one

- Development work
- Humanitarian work (excluding Covid-19 response)
- Both

11. What is your role in relation to design and implementation of South-South and triangular cooperation? Compulsory – only select one

- Most of my time is spent on designing and implementing south-south cooperation initiatives
- Some of my time is spent on designing and implementing south-south cooperation initiatives
- Little of my time is spent on designing and implementing south-south cooperation initiatives
- None of my time is spent on designing and implementing south-south cooperation initiatives

#### **Part b. Approach and implementation of south-south cooperation at UNFPA (Compulsory)**

12. Does your office or department currently employ SSC as a programming implementation strategy (during 2018 – 2019 - 2020) ? Compulsory – only select one

- Yes
- No
- I don't know

If they answered yes to question 12 above, then move on to next question.

13. We would appreciate if you can name and briefly describe the SSC initiatives implemented by your unit in the past 3 years (2018-2019-2020) Compulsory



14. Please indicate the extent to which you agree or disagree with the following statements  
(Compulsory):

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
I am familiar with the concept of south-south and triangular cooperation and its value added.					
I am familiar with the principles of SSC, namely: being demand-driven, ownership, respect for national sovereignty, non-conditionality, horizontality and mutual benefit, and solidarity.					
I am familiar with UNFPA's 2017 South-south and Triangular Cooperation Strategy and accompanying guidance					

15. What types of initiatives do you understand as being UNFPA-supported South-south and Triangular Cooperation? Optional

16. Please indicate the extent to which you agree or disagree with the following statements  
(Compulsory):

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
The UNFPA SSC strategy and associated guidance provides clear guidance for the principles to follow, the design, implementation, monitoring, reporting, and evaluation of SSC					

initiatives implemented by my unit.					
There are clear mechanisms and structures for coordinating SSC initiatives within UNFPA.					

17. During 2018-2019-2020 my office/ department has implemented SSC initiatives in the area/s of (compulsory select all that correspond):

- SRH
- Gender equality
- Adolescents and youth
- Population dynamics
- Humanitarian contexts
- Other: Please specify
- My office does not implement SSC initiatives

18. Please indicate the extent to which you agree or disagree with the following statements (Compulsory):

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
SSC is an important implementation modality in my office/ department					
SSC is more an ad hoc intervention than one based on long-term goals with more strategic and organic linkages with the country/ regional programme					
I find SSC mode of engagement effective to achieve results across UNFPA mandate areas					
UNFPA SSC programming promote linkages between different UNFPA mandate areas (SRHR, gender equality including reduction of GBV, adolescents and youth, and population dynamics)					
UNFPA SSC programming promotes synergies for ICPD and Agenda for Humanity, including working across the triple nexus of humanitarian, development, and peace.					
UNFPA supported SSC initiatives enhance partnerships					

19. Please indicate what you consider as the value added of utilizing SSC as a mode of engagement from your experience (Optional)

20. Please indicate the extent to which you agree or disagree with the following statements:

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
UNFPA has established effective coordination between global, regional, country, for SSC programming.					
There is clarity on the roles of HQ and RO in the area of SSC					
My office has sufficient human resources to undertake SSC initiatives					
My office has sufficient financial resources to undertake SSC initiatives					
I find SSC mode of engagement cost-effective					
UNFPA has established efficient mechanisms and systems to ensure SSC initiatives work well					
My office has received adequate support to undertake SSC					
UNFPA adequately documents lessons learned including challenges and good practices from SSC initiatives					
UNFPA systems including tagging and databases adequately capture SSC initiatives					
I utilize information from databases and system as reference when designing SSC initiatives					
The effects/results of SSC initiatives on partners are well captured by UNFPA					

21. Please indicate any challenges encountered when implementing SSC initiatives and any suggestions for improvement (Optional)

22. Please indicate the extent to which you agree with the following statement: As part of SSC initiatives, my unit implements the following:

	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
A mapping of the capacity and interest of national institutions as SSC provider/recipient					
A basic logical framework with appropriate indicators to measure progress containing a baseline scenario and description of an initial assessment.					
Mid-term monitoring assessment documenting progress and accomplishments, proposing any necessary adjustments.					
Ex-post evaluation to assess results through interviews, feedback from concerned partners and visits, if necessary.					
Generate learning and lessons learned					

23. Are you aware of existing funding mechanisms from countries of the global south that your unit/ department could avail itself of? Compulsory

- Yes
- No

If they replied yes to question 23, move on to 24

24. Please name any funding mechanisms you are aware of. Compulsory

25. Do you have any further comments on how to improve SSC implementation at UNFPA? Optional

## KII logbook

<b>Interviewer:</b>	
<b>Interviewee:</b>	
<b>Job Title:</b>	
<b>Date:</b>	
<b>Location:</b>	

<b>Background / Context information</b>

<b>AoI 1: PRINCIPLE-FOCUSED: Conceptual framing of SSTC at UNFPA</b>
<b>EQ1: To what extent does the UNFPA SSTC strategy provide an appropriate conceptual framework for UNFPA support to SSTC?</b>
A1.1 UNFPA conceptualization of SSTC at global, regional, and country levels align with SSTC principles of: - demand-driven; - respect for national sovereignty; - non-conditionality; - horizontality and mutual benefit; - solidarity
A1.2 UNFPA SSTC strategy provides clear guidance for the design, implementation, monitoring, reporting, and evaluation of UNFPA SSC initiatives
A1.3 UNFPA SSTC strategy establishes mechanisms/structures for the coordination of SSC initiatives
A1.4 UNFPA SSTC strategy is interpreted in a consistent manner across UNFPA offices in regions and countries

<b>AoI 2 : MANDATE-FOCUSED: Results to date of UNFPA SSTC Initiatives</b>
<b>EQ2: To what extent does UNFPA support to SSTC initiatives contribute to UNFPA mandates, further advancing the goals of the ICPD and 2030 agenda?</b>
A2.1 UNFPA supported SSTC initiatives contribute to SRHR outcomes across different modes of engagement (service delivery, capacity-building, knowledge management, and advocacy and policy support)
A2.2 UNFPA supported SSTC initiatives contribute to gender equality (including the reduction of GBV) outcomes across different modes of engagement (service delivery, capacity-building, knowledge management, and advocacy and policy support)

A2.3 UNFPA supported SSTC initiatives contribute to adolescents and youth outcomes across different modes of engagement (service delivery, capacity-building, knowledge management, and advocacy and policy support)
A2.4 UNFPA supported SSTC initiatives contribute to population dynamics outcomes across different modes of engagement (service delivery, capacity-building, knowledge management, and advocacy and policy support)
A2.5 UNFPA supported SSTC initiatives contribute to humanitarian outcomes across different modes of engagement (service delivery, capacity-building, knowledge management, and advocacy and policy support)

<b>AoI 3 MODALITY-FOCUSED: Efficiency, Effectiveness and coordination of UNFPA approach to SSTC</b>
<b>EQ3: To what extent is SSTC an efficient mode of engagement for UNFPA?</b>
A3.1 Financial resources and human resources allocated to SSTC are adequate and consistent
A3.2 Processes / mechanisms / systems to facilitate SSC initiatives are working
A3.3 Internal coordination between global, regional, country, and sub-national levels is systematic
<b>EQ4. To what extent is SSTC a modality that has helped to enhance UNFPA programming and implementation?</b>
A4.1 UNFPA documents and harnesses existing evidence on SSTC best practices and lessons learned
A4.2 UNFPA supported SSTC initiatives enable linkages between UNFPA mandate areas
A4.3 UNFPA supported SSTC initiatives generate synergies for the ICPD, and Agenda for Humanity including the new way of working across the triple nexus
A4.4 Partnerships at the country level are leveraged and strengthened

## Annex III. List of key informants

Name (Interviewee)	Job Title	Organisation	Location (Country)
Dr. Animesh Biswas	Technical Officer - Fistula and MPDSR	UNFPA	Bangladesh
Dr. Fatima Shajahan	Clinical Coach	Dhaka Medical Centre	Bangladesh
Prof. Dr. Nilufar Sultana	Gynaecology & Obsetrics Specialist and Surgeon	Dhaka Medical Centre	Bangladesh
Rumana Parvin	Technical Officer - Gender	UNFPA	Bangladesh
Md Saifullah	Additional Superintendent of Police, Special Crime Management	Police	Bangladesh
Dr. Suchitra Saha	Consultant	MFSTC	Bangladesh
Dr. Helena Jabeel	Consultant	MFSTC	Bangladesh
Dr. Muniruzzaman Siddiq	Director	MFSTC	Bangladesh
Dewan Md. Emdadul Hoque	Health System Specialist	UNFPA	Bangladesh
Dr. Abu Sayed Mohammad Hasan	Programme Specialist - SRH	UNFPA	Bangladesh
Prof. Dr. Rowshan Ara Begum	Past President and focal point for Mentorship Programme	OGSB	Bangladesh
Brg. Gen. (Rtd). Dr. Md. Sirajul Karim	Director	OGSB	Bangladesh
Prof. Dr. Saleha Begum Chowdhury	Secretary-General	OGSB	Bangladesh
Sumaya Binte Masud	Program Manager, Mentorship Programme	OGSB	Bangladesh
Jennifer Rebecca Stevens	Programme Specialist, Midwifery Education	UNFPA	Bangladesh
Farida Begum	Programme Analyst, Midwifery	UNFPA	Bangladesh
Mahboob E Alam	Acting Chief - PPR	UNFPA	Bangladesh
Zakiur Rahman	Technical Officer - PPR	UNFPA	Bangladesh
Željko Blagojević	P&D Programme Analyst and M&E Focal point	UNFPA BiHCO	Bosnia and Herzegovina
Gabrijela Jurela	Assistant Representative National Head of Office	UNFPA BiHCO	Bosnia and Herzegovina
Samid Šarenkapić	Project officer - Conflict-related Sexual Violence/ Gender Equality	UNFPA BiHCO	Bosnia and Herzegovina
Enida Imamović	Sexual and Reproductive Health and Youth Programme Analyst	UNFPA BiHCO	Bosnia and Herzegovina
Vildana Smajović	Head of Office	Novo Sarajevo Municipality	Bosnia and Herzegovina
Nermina Tipura-Dervišić	Assistant Head of Office	Novo Sarajevo Municipality	Bosnia and Herzegovina
Emina Rovčanin	Assistant Mayor for education, culture and sports	Novo Sarajevo Municipality	Bosnia and Herzegovina
Aleksandra Hasečić	Head of Department for information, public relations and protocol	Novo Sarajevo Municipality	Bosnia and Herzegovina
Miroslav Jurešić	Assistant Minister for social protection	Ministry of Labour and Social Policy of Federation of Bosnia and Herzegovina	Bosnia and Herzegovina
Sejdefa Bašić Ćatić	Executive Manager	Partnership for Public Health/ Healthy Ageing Centre	Bosnia and Herzegovina
Mirela Ferić	Manager	Partnership for Public Health/ Healthy Ageing Centre	Bosnia and Herzegovina

Amra Loja	Coordinator	Partnership for Public Health/ Healthy Ageing Centre	Bosnia and Herzegovina
Tara Keck	Professor	University college of London	UK
Anna Tskitishvili	Programme associated UNFPA responsible Population Development focal point.	UNFPA Georgia	Georgia
Biljana Dukovska	President	Macedonian antipoverty platform	North Macedonia
Nino Tvaltvadze	Deputy Mayor	Kutaisi City Hall	Georgia
Andrey Poshtaruk	Regional Advisor on HIV/AIDS	UNFPA EECARO	Turkey
Viljana Ivančić	Assistant Minister of Health	MoH Republika Srpska	Bosnia and Herzegovina
Marina Bera	Assistant Minister of Health,	Federal MoH	Bosnia and Herzegovina
Marta Diavolova	SSC Focal point	UNFPA EECARO	Turkey
Eduard Jongstra	P&D Advisor	UNFPA EECARO	Turkey
Tamar Khomasuridze	SHRH Adviser	UNFPA EECARO	Turkey
Renata Navega	Planning Consultant	UNFPA Brazil	Brazil
Vinicius Monteiro	Programme Officer	UNFPA Brazil	Brazil
Jacqueline Lopes	Programme Assistant	UNFPA Brazil	Brazil
Anna Cunha	Programme Officer Reproductive Health and M&E Focal Point	UNFPA Brazil	Brazil
Júnia Quiroga	Deputy Representative	UNFPA Brazil	Brazil
Rachel Quintiliano	Programme Officer, Gender Equality, Race and Ethnicity	UNFPA Brazil	Brazil
Fabio William	Population and Development Intern	UNFPA Brazil	Brazil
Nathalia Campos	Human Rights Specialist	UNFPA Brazil	Brazil
Daniel Furst	South-South Cooperation Officer	UNDP Brazil	Brazil
Marcio Correa	Coordinator-General for Multilateral Technical Cooperation	Brazilian Cooperation Agency of the Ministry of External Relations (ABC/MRE)	Brazil
Cecilia Malaguti	Coordinator for Trilateral South-South Cooperation	Brazilian Cooperation Agency of the Ministry of External Relations (ABC/MRE)	Brazil
Sandra Melo	Chief Police Officer	Women's police station (special women protection unit) of the Federal District	Brazil
Tatiana Teles	International Development Advisor	Department for International Development (DfID), Brazil	Brazil
Ana Carolina Quirino	Representative (A.I.)	UN Women Brazil	Brazil
Ana Claudia Pereira	Programme Officer	UN Women Brazil	Brazil
Maria Vilma Salles Garcia	Operational Coordination for Census	Brazilian Institute of Geography and Statistics (IBGE)	Brazil
Roberto Sant'Anna	International Relations Advisor	Brazilian Institute of Geography and Statistics (IBGE)	Brazil



Eduardo Luiz Gonçalves Rios Neto	Research Director	Brazilian Institute of Geography and Statistics (IBGE)	Brazil
Cimar Azeredo Pereira	Deputy Director	Brazilian Institute of Geography and Statistics (IBGE)	Brazil
Cynthia Gomes Damasceno	Training Coordinator	Brazilian Institute of Geography and Statistics (IBGE)	Brazil
Luciana Prazeres	Researcher	Brazilian Institute of Geography and Statistics (IBGE)	Brazil
Cristiani Vieira Machado	Vice-President for Education, Information and Communication	Oswaldo Cruz Foundation (Fiocruz)	Brazil
Luiz Eduardo Fonseca	Technical Advisor, Center for International Global Health (CRIS)	Oswaldo Cruz Foundation (Fiocruz)	Brazil
Felix Rosenberg	Secretary of the Network of Public Health National Institutes of the Community of Portuguese Language Countries (Rinsp-CPLP)	Oswaldo Cruz Foundation (Fiocruz)	Brazil
Felipe Santos Lemos	Chief technical cooperation advisor	Brazilian Embassy in Mozambique	Mozambique
Yasmine Mohamed Salama	Programme Specialist, M&E	UNFPA ECO	Egypt
Dawlat Shaarawy	Population and Development Specialist / SSTC FP	UNFPA ECO	Egypt
May El Salleb	FGM Analyst	UNFPA ECO	Egypt
Elke Mayrhofer	Regional Humanitarian Adviser	UNFPA ASRO	Egypt
Mohamed Afifi	Regional RH Programme Specialist	UNFPA ASRO	Egypt
Ahmed Ragaa Abd El-Hameed Ragab	Professor	IICPSR, Al-Azhar University	Egypt
Mervat Mahmoud Mohamed	Professor	IICPSR, Al-Azhar University	Egypt
Kahled Gala Ahmed El-Desouky	Deputy Director	IICPSR, Al-Azhar University	Egypt
Mona Moustafa	Program Advisor	UNFPA ASRO	Egypt
Sherin Saadallah	RM and Partnerships Advisor	UNFPA ASRO	Egypt
Dr. Shaker A El-Naggar	General Manager of Population & Censuses	CAPMAS	Egypt
Abdelhamid Sharaf El Din	Head of Population Statistics	CAPMAS	Egypt
Nada Naja	Officer in Charge (UNFPA's Sexual and Reproductive Health Specialist)	UNFPA ECO	Egypt
Reem Elsherbini	Child Protection Officer	UNICEF	Egypt
Chokri Ben Yahia	Population and Development Programme Specialist	UNFPA ASRO	Egypt
Vic Jurlano	National Program Officer, Population & Development	UNFPA	Philippines
José Roi Avena	M&E Adviser	UNFPA	Philippines
Rena Dona	Assistant Representative	UNFPA	Philippines
Verónica Simán	Country Representative	UNFPA	Colombia
Anna-Maria Velez	SRH Specialist	UNFPA	Colombia
Satvika Chalasani	Technical Specialist, Adolescents and Youth	UNFPA	HQ
Emmanuel Roussier	Humanitarian Adviser, EECARO	UNFPA	EEARO
Katherine Nichol	Humanitarian Analyst, EECARO	UNFPA	EEARO
Laila Baker	former Country Representative	UNFPA	Jordan
Jaime Nadal	Country Representative (formerly Brazil)	UNFPA	Ukraine

Branwen Miller	Humanitarian Project Coordinator	UNFPA	APRO
Tomoko Kurokawa	Regional Humanitarian Advisor	UNFPA	APRO
Klaus Beck	Regional Programme Advisor	UNFPA	APRO
Blanca Espinosa	Programme manager advisor (M&E officer and focal point for SSC)	UNFPA Mexico	MEXICO
Elsa Santos	Program coordinator - midwifery	UNFPA Mexico	MEXICO
Brenda Montes	Program assistant - midwifery	UNFPA Mexico	MEXICO
Ivan Castellanos	National Programme Officer for P&D	UNFPA Mexico	MEXICO
Javier Arellanos	HIV-AIDS advisor	UNFPA Mexico	MEXICO
Pilar Garcia	Director of International Relations	INEGI	MEXICO
Rosário Cardenas	Prof. Populations Studies (responsible for CO MTR 2014-2019)	Independent consultant	MEXICO
Alfonso Sandoval	CO consultant, former UNFPA Mexico Assistant Representative	Independent consultant	MEXICO
Guillermo Santiago	Executive Director	IMJUVE	MEXICO
María de la Cruz Muradás	General Director of Sociodemographic Studies and Planning	CONAPO	MEXICO
Karla Berdichevsky	General Director	CNEGSR	MEXICO
Gabriela Rivera	National programme officer - SRH	UNFPA Mexico	MEXICO
José Antonio Ruiz	Project coordinator – Spotlight initiative	UNFPA Mexico	MEXICO
Andrea Wojnar	Mozambique Representative	UNFPA	Mozambique
Arsenia Nhancale	SRHR, HIV officer	UNFPA	Mozambique
Dra. Sauzinha Agostinho	Training directorate	Mozambican Ministry of Health	Mozambique
António Paulino+CC7:H14	Training directorate	Mozambican Ministry of Health	Mozambique
Jorge Silva	Training directorate	Mozambican Ministry of Health	Mozambique
Bernardina de Souza	Deputy National Director of Capacity Building	Mozambican Ministry of Health	Mozambique
Ermelinda Notizo	Chief of the department of Initial capacity building	Mozambican Ministry of Health	Mozambique
Etelvina Mhangane	Health Adviser	UK Department for International Development	Mozambique
Kaat Mathys	Attaché Development Cooperation and Deputy General Representative	General Representation of the Government of Flanders in Mozambique	Mozambique
Kyungbin Yoon	Assistant Humanitarian Adviser	UNFPA consultant	Mozambique
Sansão Antonio Buque	Deputy National Director for Gender	Mozambican Ministry of Gender, Childhood and Social Action	Mozambique
Filipe Martins	Chief Technical Cooperation Adviser	Embassy of Brazil	Mozambique
Dan Baker	Senior Humanitarian Adviser	UNFPA consultant	Mozambique
	Cuban Ambassador	Embassy of Cuba	Mozambique
Ms. Cécile Compaoré Zoungrana	UNFPA Resident Representative in Senegal	UNFPA Senegal	Senegal
Mr. Moussa Faye	Assistant Country Representative	UNFPA Senegal	Senegal
Mr. Papa Madiop Diop	National Programme Officer, Population and Development	UNFPA Senegal	Senegal

Ms. Ndeye Diop Niang	National Programme Officer, Communication, Partnerships and Resource Mobilization	UNFPA Senegal	Senegal
Ms. Lydie	UNFPA GBV Coordinator and NPO Reproductive Health	UNFPA Senegal	Senegal
Mr. Wally Sene	Programme Analyst, Population and Development	UNFPA WCARO	Senegal
Mr. Justin N. Koffi	Regional SWEDD Coordinator	UNFPA WCARO	Senegal
Mr. Edouard Talnan	Technical Advisor for Policy and Population Data	UNFPA WCARO	Senegal
Ms. Mam Siga Ndiaye	Head of the Programming Unit for Statistical Coordination, Harmonization and International Cooperation (CPCCI)	National Agency for Statistics and Demography (ANSD), Senegal	Senegal
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Informant ANSD 4	Male	National Agency for Statistics and Demography (ANSD), Senegal	Senegal
Informant ANSD 5	Male	National Agency for Statistics and Demography (ANSD), Senegal	Senegal
Informant ANSD 6	Male	National Agency for Statistics and Demography (ANSD), Senegal	Senegal
Informant University of Thiès	Representative from the University of Thiès	University of Thiès	Senegal
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Ms. Astou Diouf	Head of Equity and Gender Equality Department (DEEG)	Ministry of Women, Family and Gender, Senegal	Senegal
Ms. Sadio Kanouté	Equity and Gender Equality Department (DEEG)	Ministry of Women, Family and Gender, Senegal	Senegal
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Mr. Mansou Diof	Head of the Planning, Monitoring and Evaluation Division	Ministry of Women, Family and Gender, Senegal	Senegal
Dr. Omar Sarr	Director of Maternal and Child Health	Ministry of Health and Social Action	Senegal
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Mr. Justin N. Koffi	Regional SWEDD Coordinator	UNFPA WCARO	Senegal
Mr. Edouard Talnan	Technical Advisor for Policy and Population Data	UNFPA WCARO	Senegal
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Alissa Wahid	Family Planning Expert	Nahdlatul Ulama	Indonesia
Anggia Erma Rini	Chairperson	Nahdlatul Ulama	Indonesia
Samidjo Samidjo	Programme Analyst on Advocacy/Communications,	UNFPA Indonesia	Indonesia
Furqan la Faried	Muslim Religious Leader/ Expert		Indonesia
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Nanik Purwant	Head of Bureau for Foreign Technical Cooperation	Ministry of State Secretariat - Government of Indonesia	Indonesia
Risman Musa	Muslim Religious Leader/ Expert	Civil Society	Indonesia
Siswanto Agus Wilopo	Chairperson of COE	University of Gadjah Mada	Indonesia
Vimala Asty	Head, Division of SSTC	Ministry of State Secretariat - Government of Indonesia	Indonesia
Annette Sachs Robertson	Deputy Regional Director	UNFPA APRO	Thailand
Catherine Breen Kamkong	SRHR Adviser	UNFPA APRO	Thailand
Christophe Lefranc	Population and Development Adviser (Census and Data)	UNFPA APRO	Thailand
Duangkamol Ponchamni	Programme Officer	UNFPA Thailand	Thailand
Galanne Deressa	Programme Specialist (Indonesia and India COs)	UNFPA APRO	Thailand
Ingrid Fitzgerald	Gender and Human Rights Adviser	UNFPA APRO	Thailand
Josephine Sauvarin	Adolescents and Youth Adviser	UNFPA APRO	Thailand
Kamma Blair	Programme Officer (HIV, disability, knowledge management)	UNFPA APRO	Thailand
Klaus Beck	Programme Adviser (China CO)	UNFPA APRO	Thailand
Marcela Suazo	Representative	UNFPA Malaysia	Malaysia
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Marian Kpakpah	Chief Director	Ministry of Planning	Ghana
Niyi Ojuolape	Country representative	UNFPA Ghana	Ghana
Mutaru Goro Iddrisu	Programme Manager	UNFPA Ghana	Ghana

Robert Kwesi Mensah	Reproductive Health Specialist	UNFPA Ghana	Ghana
Doris Aglobitse	Programme Analyst, Communication and Resource Mobilisation	UNFPA Ghana	Ghana
Sheikh Amin Bamba	Religious Leader	Bamba Islamic Institute	Ghana
Abigail Ashun-Sarpy	Youth Fellow	UNFPA Ghana	Ghana
Bawa Amadu	Programme Coordinator	UNFPA Ghana	Ghana
Claudia Lawson	President	Youth Action Movement	Ghana
Barhama Adams	Director of Public Health	Ghana Health Service	Ghana
Fredrica Hanson	Project Director	Ghana Registered Midwives Association	Ghana
Mary Mpareh	Deputy Director – gender, population and social policy	National Development Planning Commission	Ghana
Efua Turkson	Monitoring and Evaluation officer	National Population Council	Ghana
Religious leader 1 name TBC			Ghana
Religious leader 2 name TBC			Ghana
Adnene Ben Haj Aissa	Executive director	PPD	Bangladesh
Hu Hongtao	Former Executive Director	PPD	China
Jin Anrong	International Programme Coordinator	PPD	Bangladesh
Nazrul Islan	Programme Director	PPD	Bangladesh
Tahrima Khan	Senior Programme Officer	PPD	Bangladesh
Elizeu de Oliveira Chaves Jr	Chief of Change Management	UNFPA	USA
Mauricio Saavedra	Results Monitoring Adviser	UNFPA	USA
Henia Dakkak	Technical Adviser	UNFPA	USA
Oliver Buder	Humanitarian Trust Fund / Finance Manager	UNFPA	USA
Tharanga Godallage	Monitoring and Data Specialist	UNFPA	USA
Alexandra Chambel	Evaluation Adviser	UNFPA	USA
Ramiz Alakbarov	Director of Policy and Strategy Division	UNFPA	USA
Klaus Simoni Pedersen	Chief of Resource Mobilization	UNFPA	USA
Charles Katende	Chief, Strategic Information and knowledge management	UNFPA	USA
Yanming Lin	Chief, ICCO	UNFPA	USA
Bobby Olarte	Senior Adviser, ICCO	UNFPA	USA
Arasu Jambukeswaran	Programme Specialist, ICCO	UNFPA	USA
Upala Devi	Gender-Based Violence Advisor	UNFPA	USA
Jorge Chediek	Envoy of the SG on SSC and Director of UNOSSC	UNFPA	USA
Ian Thorpe	Chief, Learning and Knowledge Exchange	UNICEF	USA
Martha Santos	Programme Manager, SSC	UNICEF	USA
Shams Banihani	Knowledge & Research Specialist	UNOSSC	USA
Dingding Sun	Programme Specialist	UNOSSC	USA
Benoit Kalasa	Director, Technical Division	UNFPA	USA
Sarah Reis	Special Assistant to the Director	UNFPA	USA

Marika Aleksieieva	Results Monitoring Analyst	UNFPA	USA
Tapiwa Jhamba	Technical Adviser, Population data and research	UNFPA	USA
Frederick Okwayo	Technical Advisor, Population Data	UNFPA ESARO	South Africa
Nelly Mwaka	Gender and HIV Program Manager and SSC focal point	UNDP	South Africa
Angela Baschieri	Regional Population Dynamics Policy Advisor	UNFPA ESARO	South Africa
Michael TBC		UNFPA ESARO	South Africa
Ntsiki Mathebula	Director	South African Ministry of Women, Youth and Persons with Disabilities	South Africa
Marcela Suazo	Representative Malaysia	UNFPA	Malaysia
Elizeu Chaves	UNFPA Senior Advisor	UNFPA	USA
Sheila Roseau	Deputy Regional Director - LACRO	UNFPA	Panama
Alma Virginia Camacho-Hubner	Regional Sexual and. Reproductive Health Advisor, LACRO	UNFPA	Panama
Jozef Maeriën	Regional Resource Mobilisation and Partnership Advisor	UNFPA	Panama
Nelly Mwaka	Gender and HIV Program Manager and SSC focal point	UNDP	South Africa
Ntsiki Mathebula	Director	South African Ministry of Women, Youth and Persons with Disabilities	South Africa
Ramneek Ahluwalia	Chief executive Officer	Higher Health AS	South Africa
Oliver Zambuko	Deputy director for policy monitoring strategy and planning	Department of Social Development,	South Africa
Jacques van Zuydam	Chief Director Population & Development	Department of Social Development,	South Africa
Diego Iturralde	Executive Manager:Demography	Statistics South Africa	South Africa
Fiona Clark	Social Development Adviser	UK Department fo International Development	South Africa
Lebogang Schultz	UNFPA former assistant rep for SA County Office	UNFPA	South Africa
Gertrude Matshimane	Manager	National Department of Health	South Africa
Beatrice Mutali	Representative for South Africa and Country Director for the eSwatini and Botswana Country Offices	UNFPA	South Africa
Ama Brandford-Arthur	Senior Technical Specialist - Head of Unit SSTC	IFAD	
Carlos Watson	Team Leader - Office of South-South and Triangular Cooperation (OSS)	FAO	
Carola Kenngott	Global Coordinator for South-South and Triangular Cooperation	WFP	
Elene Bertusi	South-South and Triangular Cooperation Specialist	IFAD	
Martha Santos	Programme Specialist, South-South/Horizontal Cooperation	UNICEF	

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