

## **Annex 1. Integrated results and resources framework<sup>1</sup>**

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<sup>1</sup> Annex 1 is submitted as a draft and will be updated in the first year of the implementation of the UNOSSC strategic framework, 2026–2029.

## Contents

<b>Introduction .....</b>	<b>3</b>
<b>Theory of change .....</b>	<b>4</b>
<b>Tier 1. Transformative outcomes.....</b>	<b>5</b>
<b>Tier 2. Transformative outputs .....</b>	<b>8</b>
<b>Tier 3. Organizational effectiveness and efficiency.....</b>	<b>11</b>

## Introduction

The present integrated results and resources framework outlines the strategic direction and operational modalities for UNOSSC during its 2026–2029 programming cycle. The overarching vision is to fundamentally reimagine the purpose of South-South cooperation and triangular cooperation, moving beyond traditional development cooperation models to position them as central to the international development paradigm, not least through the establishment and empowerment of a broader alliance to promote their use to address key Sustainable Development Goal challenges.

At the heart of this transformation is the unique UNOSSC mandate as both an organizational catalyst and a development enabler, integrating its strategic, operational and financial functions to serve Member States and partners more effectively. Acting as a shared resource, fully co-owned by its members, including United Nations development system agencies and other critical multilateral, regional, academic and private-sector partners, UNOSSC will work more strategically with and within this wider coalition for South-South and triangular cooperation to drive more coherent approaches and systems-level change.

The value proposition of this transformed UNOSSC is derived from four distinctive but interrelated capabilities:

- (a) **mandated global focal point and neutral convener.** As the only United Nations entity mandated by the General Assembly to be the focal point for South-South and triangular cooperation, the reimagined UNOSSC will more effectively leverage the United Nations neutrality and convening power to create vital platforms for Member States and their partners to engage in dialogue, build consensus, and integrate and launch new collaborative efforts, bridging gaps between different ongoing and new initiatives;
- (b) **facilitator and strategic manager.** UNOSSC will serve as the central hub for this broader alliance, engaging, through a revitalized Inter-Agency Mechanism for South-South and Triangular Cooperation and under the guidance of an active and committed High-level Committee for South-South Cooperation, to catalyse the design, implementation, monitoring, evaluation and continuous adaptation of joint strategies and initiatives. This includes engaging strategically to foster greater coherence and alignment across the entire United Nations development system towards shared South-South and triangular cooperation goals and the achievement of Sustainable Development Goals, leveraging its critical role in the facilitation of United Nations system-wide support for the implementation of the recommendations of the 2019 second High-level United Nations Conference on South-South Cooperation (BAPA+40);
- (c) **thought leader, innovation catalyst and knowledge hub.** A transformed UNOSSC will be a thought leader, an innovation catalyst and the go-to knowledge hub for South-South and triangular cooperation expertise. This implies a shift from collecting and sharing information to providing high-quality, well-curated ideas and facilitating new learning relationships for countries of the Global South. It also entails leveraging the latest artificial technology (AI) technologies, but, more importantly, having the capacity to stimulate new ideas and solutions, conduct horizon scanning and trends analysis, and engage in intelligence-gathering on cutting-edge topics, thereby serving as a central repository and disseminator of expertise for the Global South. It also supports the voluntary exchange of experiences and expertise according to national policies and priorities for development;<sup>2</sup>
- (d) **catalytic finance and resource innovator.** Moving beyond traditional trust-fund management, a fully recalibrated UNOSSC will shift its attention to expanding the use of South-South and triangular cooperation in providing developing countries with strategic guidance and support on innovative financing, in close partnership with relevant partners in the United Nations development system and the broader alliance for South-South and triangular cooperation. The focus will be on identifying catalytic funding and innovative finance solutions for the achievement of the Sustainable Development Goals. This includes blending official development assistance (ODA) with private and other diverse funding sources for South-South and triangular cooperation initiatives and exploring new ways to unlock resources for accelerating Sustainable

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<sup>2</sup> Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation (A/RES/73/291, para. 24 (g)).

Development Goal achievement.

The results framework provided in this annex sets out the UNOSSC theory of change, outlining key transformational outcomes and indicators as well as transformative output indicators for each of the four areas of the value proposition of a transformed UNOSSC for the 2026–2029 programming cycle. The underlying premise of this transformative results framework is the vision of a strategically focused UNOSSC that catalyses and integrates South-South cooperation innovations to accelerate the achievement of substantive outcomes and impacts as set out in Sustainable Development Goal action plans, government development strategies, United Nations Sustainable Development Cooperation Frameworks (UNSDCFs), United Nations agency programmes and other relevant development results frameworks.

## **Theory of change**

IF an expanded and well-established global alliance for South-South and triangular cooperation – guided by the High-level Committee on South-South Cooperation, spearheaded at the highest levels of the United Nations and driven by a more focused and agile UNOSSC – unleashes a new wave of groundbreaking demand-driven, country-owned and collaborative development solutions...

THEN the developing countries will benefit from increased access to relevant expertise, innovative solutions and diversified funding streams, leading to significant enhancement of capacities, accelerated progress on the achievement of the Sustainable Development Goals, and resilient responses to interconnected crises such as climate change, economic instability and human displacement...

BECAUSE this integrated, peer-to-peer approach transcends the limitations of a fragmented, traditional ODA paradigm by valuing mutual learning, respecting national sovereignty and leveraging diverse Southern ingenuity to unlock systemic solutions, forge new partnerships, build collective resilience, and drive a truly transformative, more equitable global development agenda.

Working alongside the broader United Nations-wide reform efforts envisioned in the ongoing UN80 Initiative, the ultimate impact of these efforts should be a more equitable and resilient international development cooperation system where the Global South, driving its own self-reliant and sustainable development, accelerates the achievement of the Sustainable Development Goals, effectively addresses complex global challenges and secures improved well-being for all populations.

## Tier 1. Transformative outcomes

Result	Indicator	2025 Baseline	2026 Milestone	2027 Milestone	2028 Milestone	2029 Target	Direction of change
<b>OUTCOME 1.</b> A transformed UNOSSC provides strategic leadership and essential services to Member States, driving a coherent, United Nations system-wide approach to collaboratively unleash the full transformative potential of South-South and triangular cooperation.	1.1 Percentage of High-level Committee on South-South Cooperation (HLC) decisions pertaining to the United Nations organizations implemented.						
	<i>Data source: Dashboard on Implementation of HLC Decisions</i>						
	1.2 Percentage of surveyed partners rating the mandated UNOSSC reports used for: (a) policy advocacy (b) intergovernmental decisions (c) other						
	<i>Data source: Annual UNOSSC Partnerships Survey</i>						
	1.3 Percentage of United Nations agencies achieving a "high" or "very high" rating on the annual review of the United Nations Agency Scorecard for South-South and Triangular Cooperation. <sup>3</sup>						
	<i>Data source: Annual Review of Score Card Progress by the United Nations Inter-Agency Mechanism</i>						
	1.4 Percentage of strategic planning documents of United Nations entities that integrate (i) South-South and triangular cooperation with indicator(s) and (ii) budget line: (a) strategic plans (b) regional plans (c) UNSDCF's						
<i>Data source: UNOSSC Desk Review (AI enabled) or UNOSSC Inter-Agency Mechanism Survey</i>							
<b>OUTCOME 2.</b> A functional alliance for South-South and triangular cooperation effectively engages Member States, United	2.1 Multi-stakeholder Alliance for South-South and Triangular Cooperation Functionality Index <sup>4</sup>						
	<i>Data source: UNOSSC data set to track Functionality Index</i>						

<sup>3</sup> UNOSSC coordinates the development and implementation of the United Nations system-wide strategy on South-South and triangular cooperation, 2026–2029.

<sup>4</sup> Sub-indicators of the Index to be elaborated according to the modus operandi of the Alliance.

Nations development system agencies and other partners to catalyse country-owned solutions and accelerate progress on the achievement of the Sustainable Development Goals.

- 2.2 Number of South-South and triangular cooperation in-action<sup>5</sup> initiatives led by alliance members that accelerate the achievement of Sustainable Development Goals, including regional and interregional collaborative exchanges:
- (a) by Member States
  - (b) by United Nations development system agencies
  - (c) by other partners
  - (d) through regional and interregional collaborative exchanges

*Data source: Reports from alliance members*

- 3.1 Percentage of Member States and partners rating UNOSSC co-created knowledge products that are used for their process of Sustainable Development Goal achievements:
- (a) matchmaking services
  - (b) policy advocacy and planning
  - (c) capacity-building and training
  - (d) knowledge-sharing and innovation
  - (e) partnership-building
  - (f) Member States' institutionalization of South-South and triangular cooperation
  - (g) Other

*Data source: UNOSSC Annual Partnership Survey*

**OUTCOME 3.** Member States are better equipped to address critical gaps in Sustainable Development Goal achievement by leveraging relevant solutions, expertise and innovative finance through access to UNOSSC services and with the support of an increasingly diverse and dynamic alliance of South-South and triangular cooperation partners.

- 3.2 Number of solutions brokered or facilitated via UNOSSC that were successfully adopted, adapted, scaled up and/or financed by a Member State(s) with the support of the United Nations development system
- (a) through knowledge platforms:
    - (i) adopted
    - (ii) adapted
    - (iii) scaled up
    - (iv) financed
  - (b) through UNOSSC-managed trust funds:
    - (i) adopted
    - (ii) adapted
    - (iii) scaled up
    - (iv) financed

*Data source: Review of the reports from the partners*

<sup>5</sup> To be elaborated in methodological notes.

3.4 Annual increase in financing mobilized for South-South and triangular cooperation with UNOSSC support (equivalent in USD):

- (a) Government contribution and cost-sharing
- (b) international financial institutions (IFIs)
- (c) private sector
- (d) other sources

*Data source: UNOSSC Resources Dashboard*

## Tier 2. Transformative outputs

Transformative output	Indicator	2025 Baseline	2026 Milestone	2027 Milestone	2028 Milestone	2029 Target	Direction of change
<b>Output 1.</b> A transformed UNOSSC is continuously recognized as the mandated global focal point and impartial convener for South-South and triangular cooperation.	1.1 Number of policy dialogues convened or co-convened that draw on mandated UNOSSC reports, policy briefs and knowledge products: <sup>6</sup> (a) global (b) regional (c) country level						
	<i>Data source: Reports of the policy dialogue referencing the mandated reports</i>						
	1.2 Number of policy or programmatic actions informed by the reports prepared based on the policy dialogues.						
<b>Output 2.</b> The Alliance for South-South and Triangular Cooperation is established to support Member States and partners in exchanging and scaling up country-owned solutions for Sustainable Development Goal implementation.	<i>Data source: Policy dialogue follow-up reports</i>						
	1.3 Number of partner institutions in developing countries supported to strengthen the institutionalization of South-South and triangular cooperation.						
	<i>Data source: UNOSSC report</i>						
<b>Output 3.</b> UNOSSC becomes the go-to knowledge hub and central repository for South-	2.1 Number of members that joined the Alliance for South-South and Triangular Cooperation: (a) Member States (b) United Nations agencies (c) international financial institutions (d) multilateral banks (e) private-sector actors (f) technical institutions (g) others						
	<i>Data source: Alliance membership record</i>						
	2.2 Number of sectoral strategies with action plans addressing Sustainable Development Goal gaps in the high-priority areas <sup>7</sup> developed and agreed.						
<i>Data source: Review of approved strategies</i>							
<b>Output 3.</b> UNOSSC becomes the go-to knowledge hub and central repository for South-	3.1 Number of South-South and triangular cooperation knowledge products co-created and issued by UNOSSC: (a) mandated reports						

<sup>6</sup> Knowledge products include all the policy briefs, solutions, research and analysis, including from trust funds.

<sup>7</sup> Digital transformation and AI governance; climate action and green transitions; debt management and innovative finance; and inclusive development.

South and triangular cooperation, leveraging AI and specialized capacity to create and facilitate new learning relationships and disseminate cutting-edge expertise globally.

- (b) South-South and triangular cooperation solutions<sup>8</sup>
- (c) horizon scans and trend analysis
- (d) other knowledge products

*Data source: South-South Galaxy*

3.2 Number of partners connected via South-South Galaxy for knowledge exchange or partnership-brokering.<sup>9</sup>

*Data source: UNOSSC Knowledge Management Data Set*

3.3 South-South and triangular cooperation real-time digital feeds generated, disseminated and used:

- (a) Number of South-South and triangular cooperation real-time digital feeds generated and disseminated
- (b) Number of South-South and triangular cooperation real-time digital feeds accessed by users, including UNCTs
- (c) Level of users' satisfaction with South-South and triangular cooperation real-time digital feeds

*Data source: UNOSSC Knowledge Management Data Set*

3.4 Number of matchmaking engagements on South-South and triangular cooperation facilitated (one-to-one or multiparty).

*Data source: UNOSSC report, including from partners*

3.5 Number of South-South and triangular cooperation solutions incubated and ready for scaling up.

*Data source: Solutions Lab report, including from partners*

4.1 Number of partnerships brokered on innovative financing for developing countries leveraging South-South and triangular cooperation.

*Data source: UNOSSC report*

4.2 Seed-fund South-South and triangular cooperation projects supported by UNOSSC:

- (a) Number of projects: (i) total; (ii) focused on youth; (iii) focused on women
- (b) Seed funding to projects (in USD)
- (c) Percentage of projects aligned with (i) the country's UNSDCF; (ii) the country's national priorities; (iii) global/regional/sub-regional frameworks related to South-South and triangular cooperation.

**Output 4.** Developing countries are provided with strategic guidance and support on innovative financing models, resulting in the successful design and implementation of catalytic funding mechanisms for high-impact Sustainable Development Goal initiatives.

<sup>8</sup> Includes good practices informed by trust-fund projects and co-designed through South-South and triangular cooperation Solutions Lab.

<sup>9</sup> Including details of connection: thematic area, type of exchange and result(s) of the exchange.

- (d) Number of South-South and triangular cooperation solution exchanges facilitated
- (e) Number of evidence-based South-South and triangular cooperation solutions documented and disseminated

*Data source: UNOSSC reports*

4.3 Catalytic Seed-fund Project Index.<sup>10</sup>

*Data source: UNOSSC seed-fund project quality assurance reports*

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<sup>10</sup> Index to be elaborated with the features and results of catalytic seed funding, e.g. scaling up, policy aspects.

### Tier 3. Organizational effectiveness and efficiency

Result	Indicator	2025 Baseline	2026 Milestone	2027 Milestone	2028 Milestone	2029 Target	Direction of change
<b>1. Results and accountability</b>							
1.1 Quality of evidence ensured and management actions taken in a timely manner.	1.1.1 Number of planned programme/project reviews and evaluations completed, with management responses to the provided recommendations. <i>Data source: Review of completed programme/project review and evaluation reports and management responses</i>						
	1.1.2 Implementation rate of agreed actions in evaluation management responses. <i>Data source: UNDP Evaluation Resource Centre</i>						
	1.1.3 Implementation rate of Office of Audit and Investigations recommendations. <i>Data source: Review of Comprehensive Audit and Recommendation Database System Dashboard</i>						
1.2 Proactive and effective approaches to risk management embedded in United Nations Office for South-South Cooperation decision-making and business model.	1.2.1 Programme-level risk register completed. <i>Data source: Updated Risk Register/UNDP Quantum+</i>						
	1.2.2 Percentage of projects with updated risk register. <i>Data source: UNDP Quantum</i>						
<b>2. Strategic partnerships and communication</b>							
2.1 Strategic communication strengthened to promote South-South and triangular cooperation agenda.	2.1.1 Percentage of partners that rate that UNOSSC visibility has increased: (a) Clarity about its role and mandate (b) Clarity about the services that it provides <i>Data source: UNOSSC Annual Partnership Survey</i>						
	2.1.2 Extent to which strategic communication and outreach functions are embedded with UNOSSC as a crosscutting enabler, expanding UNOSSC global visibility and engagement with the Global South and United Nations development system entities: (a) Resourcing (b) Standard operating procedures <i>Data source: UNOSSC report</i>						

Result	Indicator	2025 Baseline	2026 Milestone	2027 Milestone	2028 Milestone	2029 Target	Direction of change
	2.1.3 Extent to which UN system awareness-raising and advocacy efforts on the UN System-wide Strategy for South-South and Triangular Cooperation ‘meet’ or ‘exceed’ established requirements. <sup>11</sup> <i>Data source: United Nations system-wide strategy on South-South and triangular cooperation report</i>						
	2.1.4 Number of South-South and triangular cooperation communication tools/products developed: <i>Data source: Review of produced communication tools/products</i>	(a) audiovisuals (b) brochures/result reports (c) campaigns					
	2.1.5 UNOSSC digital media use: <i>Data source: Review of website/social media account analytics</i>	(a) Number of users visiting website (b) Number of social media followers					
2.2 Strategic partnerships leveraged to advance South-South and triangular cooperation agenda.	2.2.1 Number of partnership agreements agreed, with action plans or joint initiatives.						
	2.2.2 Percentage of partnership frameworks with agreed follow-up actions or joint initiatives that are: <i>Data source: Partnership Agreement Implementation Dashboard</i>	(a) under implementation (b) under review with partners					
<b>3. Resourcing, and diverse and innovative workforce</b>							
3.1 Required resources mobilized, effectively and efficiently allocated and utilized	3.1.1 Amount of non-core resources mobilized. <i>Data source: Quantum data</i>						
	3.1.2 Percentage of cost-recovery target met on non-core resources as required by the corporate policy. <i>Data source: Cost Recovery Dashboard</i>						
3.2 Diverse and engaged workforce valued and empowered to perform to their highest potential.	3.2.1 Percentage of staff/personnel who are female (QCPR): <i>Data source: UNOSSC staff register</i>	All staff All workforce (staff, service contract/personnel services agreement (PSA) holders, United Nations Volunteers)					
	3.2.2 Percentage of activities planned in annual workplan (AWP) completed. <i>Data source: AWP tracking sheet</i>						
	3.2.3 Percentage of allocated budget in AWP delivered.						

<sup>11</sup> To be elaborated aligning with United Nations system-wide strategy scorecard/indicator.

Result	Indicator	2025 Baseline	2026 Milestone	2027 Milestone	2028 Milestone	2029 Target	Direction of change
<i>Data source: Quantum Financial Report</i>							