**Annex. Integrated results and resources framework**

**Strategic framework of the**

**United Nations Office for South-South Cooperation, 2022–2025**

**A. Development outcomes and outputs**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Result** | **Indicator** | | **2021** | **2022** | **2023** | **2024** | **2025** |
| Baseline | Milestone | Milestone | Milestone | Target |
| **OUTCOME 1.** Policies to advance South-South and triangular cooperation are strengthened through effective, evidence-based support to intergovernmental processes, multi-stakeholder dialogues and reporting. | 1.1. Percentage of resolutions adopted by the UN General Assembly, Economic and Social Council, governing bodies of UN agencies and entities, and UN regional and subregional intergovernmental processes that integrate a South-South and triangular cooperation perspective. | |  |  |  |  |  |
| *Note: Resolutions adopted up to 2021 will be reviewed in establishing baselines.*  *Data source: Desk review of resolutions by UNOSSC* | | | | | | |
| 1.2. Percentage of actions recommended in the report of UN Secretary-General on the state of South-South cooperation implemented. | |  |  |  |  |  |
| *Data source: Work plan to implement the recommendations in the report of UN Secretary-General on the state of South-South cooperation*  *Note: 0 – 4 rating scale to be developed.* | | | | | | |
| **Output 1.1.** Intergovernmental bodies including the High-level Committee on South-South Cooperation, the Second Committee of the General Assembly and relevant policymaking forums receive effective support and analytical and evidence-based reports to facilitate informed and coherent South-South and triangular cooperation policymaking. | 1.1.1. Number of analytical and evidence-based reports produced through a multi-stakeholder consultative process to support South-South and triangular cooperation policymaking. | |  |  |  |  |  |
| *Data source: Review of produced reports* | | | | | | |
| 1.1.2. Number of processes facilitated to assist Member States or groupings, at their request, to support South-South and triangular cooperation policymaking. | |  |  |  |  |  |
| *Data source: UNOSSC monitoring and evaluation database* | | | | | | |
| **Output 1.2.** Multi-stakeholder dialogues facilitated among Member States and with UN entities, regional mechanisms, think tanks and academia, civil society and other relevant actors in the context of intergovernmental processes on South-South and triangular cooperation policymaking and implementation. | 1.2.1. Number of evidence-based thematic policy briefings prepared to support dialogues at global, regional and interregional levels focusing on South-South and triangular cooperation policymaking and implementation. | |  |  |  |  |  |
| *Data source: Review of produced reports* | | | | | | |
| 1.2.2. Number of thematic policy dialogues convened at the global, regional and interregional levels focusing on South-South and triangular cooperation policymaking and implementation. | |  |  |  |  |  |
| *Data source: UNOSSC monitoring and evaluation database* | | | | | | |
| **OUTCOME 2.** The capacity of United Nations entities to respond to requests by developing countries to address specific development challenges in implementing the 2030 Agenda through South-South and triangular cooperation is strengthened. | 2.1. Number of Member States receiving a response to their requests to the UN system for support on South-South and triangular cooperation. | |  |  |  |  |  |
| *Data source: QCPR programme country Government survey*  *Alignment: QCPR indicator* | | | | | | |
| 2.2. Percentage of strategic plans of United Nations system entities that follow the system-wide guidance on South-South cooperation and/or include South-South and triangular cooperation-related indicators/activities:   * UN Sustainable Development Cooperation Frameworks (UNSDCFs): * Global plans of UN entities: * Regional plans of UN entities: * Country programme documents of UN entities: | |  |  |  |  |  |
| *Data source: UNOSSC desk review; UNOSSC survey of headquarters of United Nations entities*  *Alignment: UN system-wide strategy on South-South and triangular cooperation for sustainable development*  *Note: 0 – 4 rating scale to be developed.* | | | | | | |
| 2.3. Percentage of voluntary national reviews (VNRs) on sustainable development that integrate South-South-South and triangular cooperation perspectives. | |  |  |  |  |  |
| *Data source: UNOSSC desk review of VNR reports*  *Note: 0 – 4 rating scale to be developed* | | | | | | |
| **Output 2.1.** United Nations Inter-Agency Mechanism for South-South and Triangular Cooperation strengthened to provide effective and coordinated support to developing countries. | 2.1.1. Number of UN system entities that report annual progress on the UN system-wide strategy on South-South and triangular cooperation implementation plan. | |  |  |  |  |  |
| *Data source: UNOSSC survey of headquarters of United Nations entities*  *Note: 0 – 4 rating scale to be developed* | | | | | | |
| 2.1.2. Number of United Nations country teams with a thematic working group on South-South and triangular cooperation. | |  |  |  |  |  |
| *Data source: Development Coordination Office information management system*  *Alignment: UN system-wide strategy on South-South and triangular cooperation action plan indicator* | | | | | | |
| **Output 2.2.** Capacity of United Nations system entities increased to support developing countries in facilitating, designing, integrating and implementing South-South and triangular cooperation strategies, programmes and initiatives. | 2.2.1. Number of guidance/training modules on South-South and triangular cooperation produced. | |  |  |  |  |  |
| *Data source: UNOSSC monitoring and evaluation database*  *Alignment: UN system-wide strategy on South-South and triangular cooperation action plan indicator* | | | | | | |
| 2.2.2. Member States receiving capacity development support on South-South and triangular cooperation:   * Number of national development cooperation agencies and/or institutions engaged in South-South and triangular cooperation supported through global capacity development initiatives. * Number of representatives of Member States engaged in training or capacity development support (disaggregated by gender and region). | |  |  |  |  |  |
| *Data source: Programme Country Government Survey; and UNOSSC monitoring and evaluation database*  *Alignment: UN system-wide strategy on South-South and triangular cooperation action plan indicator* | | | | | | |
| 2.2.3. UN entities receiving capacity development support on South-South and triangular cooperation:   * Number of UN entities supported through global capacity development initiatives. * Number of representatives of UN entities engaged in training or capacity development support (disaggregated by gender and region). | |  |  |  |  |  |
| *Data source: UNOSSC monitoring and evaluation database* | | | | | | |
| 2.2.4. Number of requests for advisory services on South-South and triangular cooperation supported by UNOSSC (disaggregated by region)   * Member States: * UN entities: * Other partners: | |  |  |  |  |  |
| *Data source: UNOSSC monitoring and evaluation database* | | | | | | |
| **Outcome 3.** Developing countries are enabled to implement the 2030 Agenda through harnessing South-South and triangular cooperation knowledge exchange, capacity-building and facilitation of technology development and transfer*.* | 3.1. Number of policies, plans and/or projects in developing countries whose design/implementation is informed by United Nations Office for South-South Cooperation co-created or brokered knowledge exchange. | |  |  |  |  |  |
| *Data source: UNOSSC monitoring and evaluation database (documented case studies)* | | | | | | |
| 3.2. Number of examples of good practices in South-South and triangular cooperation transferred to developing countries. | |  |  |  |  |  |
| *Data source: United Nations Office for South-South Cooperation monitoring and evaluation database (documented case studies)*  *Note: South-South and triangular cooperation solution lab and South-South trust funds contribute data.* | | | | | | |
| **Output 3.1.** South-South and triangular cooperation good practices mapped, documented, disseminated and brokered to facilitate knowledge exchange, capacity-building and/or technology development and transfer. | 3.1.1. South-South and triangular cooperation good practices:   * Mapped: * Documented: * Disseminated: | |  |  |  |  |  |
|  | | | | | | |
| 3.1.2. Number of received requests for South-South and triangular cooperation knowledge exchange, capacity-building and/or technology development and transfer brokered. | |  |  |  |  |  |
|  | | | | | | |
| **Output 3.2.** South-South and triangular cooperation solution lab established to incubate innovative solutions and scale them up to facilitate knowledge exchange, capacity development, and technology development and transfer. | 3.2.1. Number of South-South and triangular cooperation solutions incubated and ready for scaling up. | |  |  |  |  |  |
| *Source: UNOSSC monitoring and evaluation database* | | | | | | |
| **Output 3.3.** South-South trust funds managed effectively and efficiently to promote knowledge exchange and transfer of examples of good practices to alleviate poverty. | 3.3.1. Number of South-South and triangular cooperation knowledge exchanges supported by the South-South trust funds. | |  |  |  |  |  |
| *Source: South-South trust-fund monitoring and evaluation database* | | | | | | |
| 3.3.2. Number of evidence-based good practices documented based on the projects of the South-South trust funds. | |  |  |  |  |  |
| *Source: South-South trust-fund monitoring and evaluation database* | | | | | | |
| 3.3.3. Number of people receiving support through South-South trust-fund projects to lift them out of poverty. | |  |  |  |  |  |
| Direct beneficiaries | Indirect beneficiaries |
| Men:  Women:  Girls:  Boys: | Men:  Women:  Girls:  Boys: |
| *Source: South-South trust-fund monitoring and evaluation database.*  Note: Direct beneficiaries: those who receive dedicated support from projects (e.g., recipients of grants, agricultural inputs; users of water facilities, health services, vocational training, etc.); indirect beneficiaries: those who do not receive direct support from the project but are still impacted by some activities (e.g., inhabitants of project catchment area who benefit from the projects/initiatives, participants of online workshops/meetings, webinars etc.). | | | | | | |

**B. Organizational effectiveness and efficiency**

| **Result** | **Indicator** | **2021** | **2022** | **2023** | **2024** | **2025** |
| --- | --- | --- | --- | --- | --- | --- |
| Baseline | Milestone | Milestone | Milestone | Target |
| Results and accountability | | | | | | |
| Quality projects designed in support of promoting South-South cooperation principles and triangular cooperation. | Project Document Quality Index   * Clear theory of change * Results and resources framework establishing strong logical chain * Integration of South-South cooperation principles and triangular cooperation components (as applicable) * Lessons learned from evidence * Risk-informed programming * Fully costed evaluation plan. |  |  |  |  |  |
| Quality of evidence ensured and management actions taken in a timely manner. | Number of planned reviews and evaluations completed. |  |  |  |  |  |
| Implementation rate of agreed actions in evaluation management responses. |  |  |  |  |  |
| Implementation rate of agreed Office of Audit and Investigations audit recommendations. |  |  |  |  |  |
| Partners/stakeholders’ satisfaction with United Nations Office for South-South Cooperation services improved. | Percentage of partners/stakeholders that state that they are satisfied or highly satisfied with services provided by UNOSSC:   * All partners/stakeholders * UN Entities * Trust funds * South-South Galaxy. |  |  |  |  |  |
| Proactive and effective approaches to results and risk management embedded in United Nations Office for South-South Cooperation decision-making and business model. | * Percentage of projects that regularly track issues/risks and enter them in Atlas quarterly. |  |  |  |  |  |
| * Programme-level risks log reviewed quarterly and updated in Integrated Work Plan platform. |  |  |  |  |  |
| Integrated work plan and annual work plan systematically reviewed every six months with senior management, focusing on results, resources, operations and issues/risks mitigation. |  |  |  |  |  |
| Strategic partnerships and communication | | | | | | |
| Strategic communication strengthened to promote South-South and triangular cooperation agenda. | Number of South-South and triangular cooperation communication tools/products developed:   * Audiovisuals: * Brochures/briefs/reports: * Awareness-raising and communication events: |  |  |  |  |  |
| Percentage of partners/stakeholders that report that United Nations Office for South-South Cooperation communication products are useful. |  |  |  |  |  |
| Percentage of partners/stakeholders that rate United Nations Office for South-South Cooperation communication system and tools as “satisfactory” or “highly satisfactory”. |  |  |  |  |  |
|  | Average monthly visits to United Nations Office for South-South Cooperation-managed digital platform/websites:   * UNOSSC website: * South-South Galaxy website: * UNOSSC social media accounts: * South-South Galaxy social media accounts: * South-South trust-fund social media accounts: |  |  |  |  |  |
| Strategic partnerships enhanced to promote South-South and triangular cooperation agenda. | Number of costed work plans agreed and implemented to back the signed Memorandums of Understanding:   * Member States: * Intergovernmental institutions: * United Nations entities: * International financial institutions: * Think tanks and centres of excellence: * Civil society organizations: * Private sector: |  |  |  |  |  |
| Diverse, talented and innovative workforce | | | | | | |
| Skills needed to respond to the development challenges of today and the future developed. | Percentage of staff who completed mandatory corporate learning courses. |  |  |  |  |  |
| Percentage of staff who completed results-based management training in last two years. |  |  |  |  |  |
| Percentage of staff who completed core training on South-South and triangular cooperation. |  |  |  |  |  |
| Diverse and engaged workforce valued and empowered to perform to their highest potential. | Percentage of staff/personnel who are female:   * All staff * All workforce (staff, service contract/PSA holders, United Nations Volunteers) * General service staff * All international professional staff: * P-1 * P-2 * P-3 * P-4 * P-5 and above |  |  |  |  |  |
| Workforce recruitment and procurement enhanced with support of UNDP. | Average number of days to complete staff recruitment. |  |  |  |  |  |
| Average number of days to complete procurement of goods and services. |  |  |  |  |  |
| Digital and green | | | | | | |
| Digital tools used for strengthened productivity and collaboration. | Percentage of United Nations Office for South-South Cooperation personnel using digital collaboration tools. |  |  |  |  |  |
| Percentage of United Nations Office for South-South Cooperation personnel using mobile apps to access UNDP/corporate systems. |  |  |  |  |  |
| Carbon footprint by switching travel/events to digital/hybrid mode (tonnes). |  |  |  |  |  |