

Annex II – Resident Coordinator system Results Framework

The following multi-annual results framework for the Resident Coordinator system is presented in compliance with General Assembly resolution 76/4 (OP 9). Baseline years vary according to data availability at the time of, or following, the reform of the Resident Coordinator system in 2019. Targets are set for reporting by the year 2025, against results achieved up to 2024, in line with the current QCPR cycle.

The Resident Coordinator system includes Resident Coordinators (RCs) and their offices (RCOs) at the country level, and the Development Coordination Office (DCO). The RC system aims to ensure that the UN development system works together more effectively, efficiently and transparently, in support of national efforts to advance the 2030 Agenda and achieve the Sustainable Development Goals (SDGs). In line with General Assembly resolutions 72/279 on the repositioning of the UN development system, 75/233 (also known as the 2020 QCPR), and 76/4 on the review of the Resident Coordinator system, as well as ECOSOC resolutions following the annual Segment on Operational Activities for Development, the Resident Coordinator is the highest-ranking representative of the UN development system tasked to lead UN country teams (UNCTs)¹. The strengthened focus on independent, impartial and empowered coordination² leadership provided through the Resident Coordinator system is therefore a means to an end.

To enable effective and efficient collaboration of the UN development system at the country level and to facilitate tailored, integrated SDG policy and financing solutions to support host country Governments, the results of the Resident Coordinator system span two distinct dimensions. The first relates to the enabling environment created through investments directly in the RC system for robust structures and processes, including matching capacities and skillsets to country-specific settings; providing policy guidance for more coherent policy and programming responses through Common Country Analysis and Cooperation Frameworks; and enhancing accountability and transparency through UN Results Reports and common information platforms. The second relates to the functioning of UN country teams that plan, deliver and are more accountable jointly to national Governments. Ultimately, results are also measured in Governments' satisfaction with the offer received. This is why the indicators of this Framework include measurements of results achieved by Resident Coordinators, Resident Coordinator offices and UN country teams alike, and Governments' perceptions on their work.

The indicators included in this Framework draw from existing data sources, including the UNSDG Information Management System (IMS), UN INFO and the DESA surveys of Resident Coordinators, of UNCTs, of UN development system entity headquarters and of Country Governments.

The following is the response compliance in 2023 for these data sources:

- DESA survey of Resident Coordinators: 100% (2023) vs. 95% (2022)
- DESA survey of host country Governments: 73% (2023) vs. 66% (2022)
- DESA survey of UN development system (UNDS) entities' headquarters: 75% (2023) vs. 81% (2022)
- DESA survey of UNCTs: 44% (2023) vs. 38% (2022)
- UN INFO – UNSDG Information Management System (IMS) survey: 100% RCOs (2023 and 2022)

¹ A/RES/72/279, OP 9.

² A/RES/72/279, OP 8.

Objective 1 – RC System Leadership

Outcome 1.1: Enhanced RC system leadership at country, regional and global levels advances the effectiveness of UN support for the implementation of the SDGs and the 2030 Agenda

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	2023 Results	Source
1.1.1 Diverse and effective RCs with profiles and skillsets tailored to the needs of countries	% of RCs					
	- from programme countries	46%	58%	49%	55%	DCO
	- who are women	50% (2019)	50%	50%	50%	
	% of RCs ad interim in post	18% (2019)	10%	11%	18%	DCO
	% of host Governments agreeing the RC has the right profile and skillsets to support their country's development (strongly agree and agree)	78% (2019)	95%	90%	91%	DESA Gov Survey
% of host Governments stating that the Resident Coordinator effectively leads the UN country team's strategic support for national plans and priorities in (strongly agree and agree) <ul style="list-style-type: none"> • LDCs • LLDCs • SIDS • MICs 		(2019)				
		86%	90%	88%	92%	DESA Gov Survey
		77%	90%	88%	93%	
		70%	90%	86%	82%	
		80%	90%	94%	92%	
1.1.2 Effective RCO capacities in support of UN development system efforts and impact in country	% of RCOs fully staffed with core professional capacities	77% (2021)	90%	70%	50%	DCO
	% of RCOs that rate the support on DCO-led networks for knowledge sharing as 'good' in quality	49% (2020)	75%	63%	79%	UNINFO IMS
	% of UNCTs that rate the support by the RCO as "very effective" or "somewhat effective"	(2021)				DESA UNCT Survey
	• Strategic planning	90%	92%	90%	90%	
• Economic analysis and solutions	66%	92%	62%	79%		
• Data and results reporting	84%	92%	86%	84%		
• Communications and advocacy	87%	92%	87%	89%		
• Partnerships and Resource Mobilization	71%	92%	77%	71%		
1.1.3 Management and Accountability Framework implemented	% of host Governments agreeing that, compared to before the reform, the RC displays strengthened or increased impartiality vis-à-vis UN entities (to a moderate and great extent)	59% (2019)	90%	80%	84%	DESA Gov Survey

	Rating of RCs' performance by UNCT members (on a scale from 1 to 7) ³	5.8 (2020)	6	5.9	6	DCO
	% of RCs and UNCTs that state that the implementation of the MAF has improved in the last year (strongly agree and agree)					DESA RC/UNCT Surveys
	• RCs	84% (2021)	90%	84%	75%	
	• UNCTs	87% (2021)	90%	80%	51% ⁴	
1.1.4 Effective DCO support services provided to the UN development system	% of UNSDG members that state DCO has effectively supported the entity's engagement with the UNSDG (strongly agree or agree)	86% (2021)	100%	90%	96%	DESA UNDS HQ Survey
	% of relevant UNSDG members reporting that they complete the reform checklist and share with their governing body annually	N/A (new)	100%	-	56%	DESA UNDS HQ Survey

Outcome 1.2: The RC system fosters a culture of accountability and transparency for development results towards countries and Member States.

<i>Corporate Output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 Target</i>	<i>2022 Results</i>	<i>2023 Results</i>	<i>Source</i>
1.2.1 Visible and transparent system-wide results	% of Cooperation Framework Joint Workplans in UNINFO published on the UNSDG data portal	66% (2021)	90%	81%	82%	UNINFO
	% of annual UN Country Results Reports produced	64% (2019)	100%	100%	100%	UNINFO IMS
	% of UNSDG members requiring their country programming to be reflected in the Joint Workplans of the Cooperation Framework (via UNINFO)	55% (2021)	90%	55%	68%	DESA UNDS HQ Survey
1.2.2 Effective joint advocacy and communications	% of UNCTs with communication strategy aligned to the Cooperation Framework	81% (2019)	85%	91%	89%	UNINFO IMS

³ Based on [RC Leadership Profile](#) values, attributes, knowledge and competencies, including leading change, facilitating collective action, analyzing and identifying pathways for impact in complex environments, building trust, fostering innovation and driving results, with 1 meaning: almost never, and 7: always.

⁴ 39% of UNCT respondents stated "too soon to tell". This answer option was included in the DESA survey for the first time in 2023.

Objective 2 – Convening and partnerships to deliver SDG policy and financing solutions

Outcome 2.1: The RC system brings together global, regional and domestic assets to enable integrated, high-quality policy and programming for poverty eradication and SDG solutions.

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	2023 Results	Source
2.1.1 Enhanced capacities for high quality SDG analysis and tailored programming responses	% of Common Country Analysis that were updated in the last year	80% (2021)	95%	72%	74%	DCO
	Average number of the following UNDS entities that are signatories of Cooperation Frameworks:	(2021)				
	- Entities with non-physical presence	5.1	7	5	5.9	UNINFO IMS
	- Specialized agencies	5.1	7	5.4	6.1	
	% of host Governments stating that the Cooperation Framework is aligned to their country's development needs and priorities (very closely and closely)	81% (2019)	95%	92%	94%	DESA Gov Survey
% of host Governments considering UN configuration in country to be adequately tailored to their needs and challenges (strongly agree and agree)	86% (2019)	90%	87%	87%	DESA Gov Survey	
	% of Cooperation Frameworks/UNDAFs that include cross-border initiatives	57% (2021)	67%	56%	64%	UNINFO IMS
2.1.2 Strengthened system-wide support to eradicate poverty and leave no-one behind	% of country-level joint programmes ⁵ in UNCTs addressing the following sectors/themes					UNINFO IMS
	a) Poverty reduction and basic services ⁶	a) 65% (2020)	90%	49%	46%	
	b) Economic transformation and financing for development ⁷	b) 16% (2020)	60%	23%	22%	
	c) Gender equality and women's empowerment	c) 44% (2020)	80%	42%	44%	
	d) Environmental sustainability ⁸ and disaster risk reduction	d) 17% (2021)	65%	13%	19%	
	e) Leaving no-one behind ⁹	e) 17% (2021)	65%	40%	49%	
	f) Human rights ¹⁰	f) 11% (2021)	40%	20%	17%	

⁵ A Joint Programme is anchored in an approved Cooperation Framework and contributes to catalytic change, linked to one or more Cooperation Framework outcomes, country priorities and SDGs through more coherent and cross-sectoral approaches involving two or more UN entities in the UN country team, regardless of whether they are physically present or not (see also [Guidance Note on a New Generation of Joint Programmes](#), DCO, 2022).

⁶ Includes joint programmes for poverty eradication, zero hunger, good health and wellbeing, quality education, clean water and sanitation, and decent work.

⁷ Includes joint programmes for development finance, economic policy support, industry, innovation and infrastructure, sustainable cities, and responsible consumption and production.

⁸ Includes joint programmes for affordable and clean energy, climate action, life below water and life on land.

⁹ Includes joint programmes for youth engagement, disability inclusion, indigenous people and other people in vulnerable situations.

¹⁰ In line with A/RES/75/233, OP 28.

2.1.3 Enhanced data-driven and innovative solutions	% of UNCTs providing data against agreed common indicators on the UN development system contribution to advancing the SDGs	N/A (new)	95%	15%	48%	UNINFO
	% of RCOs reporting that use of innovative approaches ¹¹ led to higher UNCT performance ¹²	38% (2020)	60%	42%	37%	DCO

Outcome 2.2: The RC system fosters strategic partnerships to enable integrated support for sustainable and predictable funding for the Cooperation Framework and SDG financing.

<i>Corporate Output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 Target</i>	<i>2022 Results</i>	<i>2023 Results</i>	<i>Source</i>
2.2.1 Strengthened partnerships for SDG implementation and financing at all levels	% of UNCTs that have IFI members/observers: <ul style="list-style-type: none"> World Bank IMF 	(2021) 44% 21%	60% 40%	45% 24%	71% 47%	UNINFO IMS
	% of UNCTs that have entered into a formal partnership ¹⁴ with the private sector	65% (2021)	80%	60%	36% ¹³	UNINFO IMS
2.2.2 Enhanced national SDG financing capacities	% of UNCTs that provided support to Governments that requested the design and implementation of a national SDG financing strategy	79% (2021)	95%	97%	97% ¹⁵	UNINFO IMS
	% of Cooperation Frameworks developed in the last year with a multi-year funding framework	18% (2020)	90%	32%	22%	UNINFO IMS
2.2.3 Increased collective funding initiatives for UN integrated support to countries	% of UNCTs with a joint funding/resource mobilization strategy	28% (2021)	50%	31%	61%	UNINFO IMS
	% of UNCTs that successfully mobilized under RC leadership resources from global pooled funds	85% (2021)	90%	82%	82% ¹⁶	UNINFO IMS

¹¹ Innovative approaches span from behavioral shifts to technological solutions. The currently available measure of innovative approaches refers to AI, machine learning, behavioral science, big data, crowdsourcing, futures and foresight, gamification, mobile feedback mechanism, portfolio sensemaking, and real time monitoring.

¹² Defined as higher effectiveness, efficiency and/or utility for beneficiaries.

¹³ In 2023, respondents were asked for the first time to respond positively only if a partnership had been formally defined by an MoU or similar agreement. When counting UNCTs that entered into both formal and informal partnerships with the private sector, the figure rises to 88%.

¹⁴ Defined by Memorandum of Understanding or similar agreements.

¹⁵ 2022 data.

¹⁶ 2022 data.

Outcome 2.3: The RC system strengthens UN cross-pillar collaboration for enhanced programmatic integration and impact to strengthen prevention and durable solutions for the 2030 Agenda.

<i>Corporate Output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 Target</i>	<i>2022 Results</i>	<i>2023 Results</i>	<i>Source</i>
2.3.1 Strengthened synergies across development, humanitarian, and peacebuilding interventions	% of host Governments (where there is a multi-hatted RC) agreeing that the RC displayed strengthened ability to serve as an entry point for easy access to UN offer/ expertise across the UN system (strongly agree and agree)	62% (2019)	85%	82%	82%	DESA Gov Survey
	% of UNCTs in mission settings that have a joint mission-UNCT structure/mechanism in place	56% (2021)	85%	84%	87%	UNINFO IMS
	% of UN Country Teams that undertake with humanitarian actors, as relevant: <ul style="list-style-type: none"> - Joint needs analysis - Complementary and joined-up planning 	56% (2020) 26% (2021)	65% 65%	61% 40%	63% 60%	UNINFO IMS

Outcome 2.4: The RC system engenders trust and inclusion of all development stakeholders in SDG implementation.

<i>Corporate Output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 Target</i>	<i>2022 Results</i>	<i>2023 Results</i>	<i>Source</i>
2.4.1 Joint dialogues with Governments to identify priorities and ensure effective UN response	% UNCTs with a Joint National-UN Steering Committee that met at least once in the last 12 months	64% (2020)	95%	82%	82%	UNINFO IMS
2.4.2 Inclusive consultations and feedback loops with other development partners	% of Cooperation Frameworks in the last year prepared in consultation with: <ol style="list-style-type: none"> 1. Parliamentarians 2. Civil society 3. Private sector 4. Universities/Academia 5. Development partners (bilateral and multilateral donors) 6. Women and girls 7. Youth 8. Persons with disabilities 9. Indigenous peoples 	<ol style="list-style-type: none"> 1. 53% 2020) 2. 87% (2020) 3. 77% (2020) 4. 63% (2020) 5. 67% (2020) 6. 29% (2021) 7. 46% (2021) 8. 18% (2021) 9. 14% (2021) 	<ol style="list-style-type: none"> 1. 60% 2. 95% 3. 90% 4. 70% 5. 90% 6. 95% 7. 80% 8. 70% 9. 20% 	<ol style="list-style-type: none"> 1. 22% 2. 89% 3. 68% 4. 51% 5. 89% 6. 70% 7. 70% 8. 54% 9. 19% 	<ol style="list-style-type: none"> 1. 29% 2. 90% 3. 63% 4. 46% 5. 86% 6. 44% 7. 70% 8. 55% 9. 19% 	UNINFO IMS

Objective 3 – Management of the RC system

Outcome 3.1: The RC system ensures accountability and transparency for resources through solid management and oversight.

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	2023 Results	Source
3.1.1 Strengthened resource mobilization to secure a sustainable funding base	Total funding raised for the RC system (annually)	\$223 million (annual) (2019)	\$281 million (annual)	\$196 million	\$227.7 million	DCO
	- Voluntary contributions					
	- 1% levy					
	- UNSDG cost-sharing					
	# of Member State contributors to the SPTF (annually)	34 (2019)	55	27	29	DCO
	# of Member States committed to multi-year contribution to SPTF	10 (2019)	30	9	9	DCO
3.1.2 Effective and results-based management of the Special Purpose Trust Fund (SPTF) for the RC system	% of SPTF annual utilization	78% (2019)	90%	80%	74%	DCO
	Cash reserve balance at the end of the year	15% of budget reserve (2021)	15% of budget reserve	0%	0%	DCO
3.1.3 Accountable management planning and governance	% of audit and evaluation recommendations addressed to DCO implemented by due date	32% (2021)	70%	43%	55%	DCO

Outcome 3.2: RC system operations remain agile and fit-for-purpose.

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	2023 Results	Source
3.2.1 Quality services provided to RCs and RCOs	% of RCOs that rate day-to-day support for RC/RCO operations by DCO regional teams as “good” or “adequate”	92% (2021)	95%	92%	95%	UNINFO IMS
	% of RCOs that rate the administrative/operational support provided by DCO team in New York as “good” or “adequate”	80% (2021)	95%	86%	95%	UNINFO IMS
3.2.2 Effective human resources management that meets the needs of the RC system	% of regular recruitments completed within the target time frame (120-days)	70% (2021)	95%	62%	52%	DCO

3.2.3 Strengthened enabling environment for the RC system	# of host country agreements in place for RCOs and DCO	90 (2021)	138	104	115	DCO
	# of RCOs maintaining an updated Business Continuity Plan	130 (2020)	131	131	131	DCO

Outcome 3.3: Common UN approaches are facilitated to foster agile business operations and efficiencies across the UN system.

<i>Corporate Output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 Target</i>	<i>2022 Results</i>	<i>2023 Results</i>	<i>Source</i>
3.3.1 Saved resources through system-wide efficiencies	Cost-efficiencies accrued from system-wide and entity-specific reform initiatives (total)	\$90 million (2019)	\$310 million	\$405 million	\$553	DCO
3.3.2 Business Operations Strategies (BOS) implemented and monitored	% of UNCTs annually monitoring and updating BOS	60% (2020)	100%	95%	97%	DCO
3.3.3 Back-office functions consolidated into Common Back-offices at country level	# of Common back-offices designed and approved following the reform	0 (2019)	50	0	1	DCO
3.3.4 Premises consolidated into Common Premises, effectively and efficiently	% of all UN premises that are Common Premises	19% (2019)	50%	30%	31%	DCO

Outcome 3.4: The RC system ensures effective implementation of UN Secretariat-wide management strategies and action plans.

<i>Corporate Output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 Target</i>	<i>2022 Results</i>	<i>2023 Results</i>	<i>Source</i>
3.4.1 RC system's commitments to gender parity, women empowerment and opportunities met	% of indicators of the UN System-wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women for which DCO meets or exceeds targets	60% (2020)	95%	94%	88%	DCO
3.4.2 Effective monitoring and reporting of SG's policy on protection and response to sexual exploitation and abuse (SEA)	% of RCs submitting End of Year Management Letter/Certification on protection from sexual exploitation and abuse and reporting of SEA allegations	80% (2021)	100%	85%	90%	DCO
3.4.3 UN Disability Inclusion Strategy (UNDIS) implemented	% of UNDIS Entity Accountability Framework indicators that DCO meets or exceeds.	58% (2021)	90%	67%	75%	DCO