



## **Advance unedited version**

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**2024 session**

July 2023 – July 2024

Agenda item 7 (a)

**Operational activities of the United Nations for international development cooperation: follow-up to policy recommendations of the General Assembly and the Council**

### **Development Coordination Office**

#### **Report of the Chair of the United Nations Sustainable Development Group**

##### *Summary*

Five years into the implementation of the reinvigorated Resident Coordinator system, the system has been consolidated as the cornerstone of the repositioned UN development system. The historic development system reforms, ushered in by the General Assembly in 2018 through resolutions 72/279 and 75/233, have been realized, and the investments by Member States and the UN system are now yielding dividends.

The report details results achieved in 2023 and throughout the past QCPR cycle to foster a more efficient, effective, and accountable UN development system that responds to country needs. Resident Coordinators are marshalling integrated UN country team responses and leveraging resources of diverse partners to support national efforts to realize the 2030 Agenda. They are facilitating more access to pooled funding and financing for SDG solutions, improving accountability and transparency for results, and advancing operational efficiencies, enabling resources to be reinvested in programmatic support to countries. These results, delivered in conjunction with the UN country teams, have been attested by a growing body of independent studies and evaluations, and in the reporting against the Resident Coordinator system Results Framework. For example, OIOS found a 10% increase in the number of UN country team members who reported that Resident Coordinators led on high quality integrated policy advice and enabled joint advocacy in 2023 compared to 2021.

New opportunities for collaboration and coordination are also emerging. With the renewed momentum and direction stemming from the SDG Political Declaration<sup>1</sup>, Resident Coordinators are working with UN country teams to support Member States in delivering on their renewed commitment to bold, ambitious, accelerated, just and transformative actions. Resident Coordinators are bringing together the breadth of UN

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<sup>1</sup> A/RES/78/1

policy expertise to support Member States' ambition. They are enabling greater engagement by specialized and non-resident UN entities and increasing opportunities to foster deeper partnerships with a variety of stakeholders, including the private sector, civil society, and international financial institutions (IFIs). For example, 55% of Cooperation Frameworks include the participation of IFIs. Critically, the Resident Coordinator system is putting greater emphasis on convening partners and stakeholders with a view to strengthening partnerships in UN country team delivery, including through increased use of joint programmes. Joint programmes and inter-agency pooled funds are hallmarks of a more effective and integrated UN development system.

There are still areas that need strengthening to maximize the immense potential of the reinvigorated development coordination function. The empowered and impartial Resident Coordinator system is effective only so long as it has mutually reinforcing relationships with those it coordinates. With a 29% decrease in UN country team members<sup>2</sup> reporting that the implementation of the management and accountability framework (MAF) improved in the last year, action must be taken to overcome remaining challenges. To this end, the MAF will be reviewed this year, working closely with UNSDG entities, to identify options to strengthen adherence. Additionally, efforts are underway to reduce the number of Resident Coordinators appointed on an interim basis and to increase diversity in the Resident Coordinator system. Resident Coordinators are also working with UN entities to further align entity specific country planning documents with Cooperation Frameworks and identifying means to further integrate the expertise of non-resident entities.

As noted in the 2023 OIOS evaluation of the Resident Coordinator system support to enabling coherent UN policy advice<sup>3</sup>, pooled funds were reported as one of the most significant enabling factors for integrated United Nations policy advice at country level. Resident Coordinators are working to facilitate greater utilization of pooled and joint funds in countries and continue to oversee joint initiatives on behalf of UN country team – working to ensure that UN entities leverage their respective comparative advantages. In this regard, the Joint SDG Fund, while undercapitalized, is demonstrating positive catalytic effect in enabling joint responses by UN country teams and leveraging additional SDG financing.

The report details the impact of the prolonged funding shortfall on the ability of the Resident Coordinator system to deliver on its mandate and the expectations of the General Assembly. Benefitting from dialogues with Member States and the UN system, a streamlined and more strategic Funding Compact has been presented by the Secretary-General for the 2024 Operational Activities for Development Segment of the Economic and Social Council. Still, a sustainable solution is required. To this end, the Secretary-General also has presented a proposal to the General Assembly, pursuant to General Assembly resolution 76/4, to address this shortfall.

As we look toward the new QCPR cycle, Member States support of the Resident Coordinator system will be especially important. The next cycle presents an opportunity to ensure that the reforms leading to the repositioned UN development system and the reinvigorated Resident Coordinator system are well rooted, as countries seek to accelerate action to meet the SDGs.

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<sup>2</sup> DESA UNCT Survey, 2023.

<sup>3</sup> OIOS, "Evaluation of Resident Coordinator system support to enabling coherent United Nations Policy Advice", 20 December 2023, IED-23-019

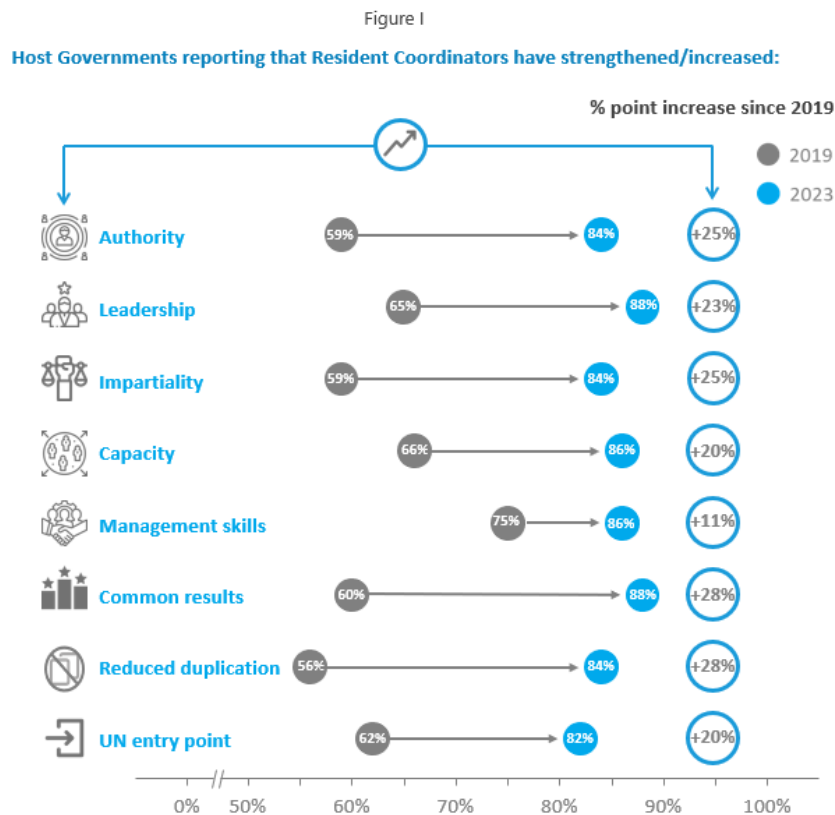
## I. Introduction

1. **2023 saw stagnation in progress on the 2030 Agenda**, with SDG achievements falling far below expectations. The year was beset by compounding crises, socio-economic instability, deepening inequalities, the ongoing climate emergency, and rising and unsustainable debt burdens. At a time when the world has a mounting need for support, the gap between needs and funding for sustainable development has been growing. Declining development finance, together with protracted crises and new conflicts and disasters, negatively impacted the sustainable development trajectories of countries around the globe.
2. **Against this sobering backdrop, Member States redoubled their commitment to achieving the Sustainable Development Goals (SDGs) at the 2023 SDG Summit** and agreed to take ambitious and accelerated actions. This increase in ambition raises expectations of resident coordinators and UN country teams in accompanying countries on their path to the SDGs. Member States recognised the critical role of coherent and tailored UN support to countries for SDG acceleration, and committed to “fully support the UN development system, including the Resident Coordinator system and the Joint SDG Fund, to deliver bigger and better”<sup>4</sup>.
3. **The results in this annual report on the reinvigorated Resident Coordinator system are encouraging.** Just five years after initiating the reforms, the investments in coordination are enabling a development system that is more coherent, effective, efficient and accountable in response to specific country needs and priorities for SDG acceleration.
4. **Over the course of 2023, Resident Coordinators, in their role as the senior-most UN development system representative at the country level, continued to anchor their leadership in the UN Sustainable Development Cooperation Frameworks**, which reflect prioritized commitments agreed with national Governments to advance the SDGs. **Resident Coordinators relied on the rich and varied expertise available across the UN system to provide tailored support, including integrated policy advice, to national Governments.** Working with UN country teams, they helped translate the visions of global Summits at the country level, and address the specific needs and requests for tailored support contained in the LDCs, LLDCs and SIDS Programmes of Action and associated reviews. They helped catalyze progress by UN entities on UN system-wide operational efficiencies at the country level, so that more resources would be freed up for programming. Transparency and accountability for results improved, with a focus on quality assurance of the strengthened collective data platforms and products on the work and results across the UN development system. The United Nations response in Sudan, Pakistan, Morocco, Ukraine and other countries impacted by humanitarian crisis benefitted from the capacity and agility of the Resident Coordinator/Humanitarian Coordinator, who also helped enable recovery and sustainable development activities tailored to meet the countries' specific sustainable development needs.
5. **These achievements evidence both the timeliness and positive benefits of the 2018 vision for reform of the UN development system, with the establishment of a reinvigorated Resident Coordinator system at its core.** Chapters II to VI provides an overview of the performance of the reinvigorated Resident Coordinator system, while chapters VII and VIII present the associated operations and investments in the new development coordination architecture that has made possible the results of the Resident Coordinator system.
6. **Host Governments are highly satisfied with the results of the Resident Coordinator system** (see figure). Reporting by Resident Coordinators, UN Country Teams, Host Countries, Contributing Countries, and others against the Resident Coordinator system’s Results Framework (see Annex II) and the QCPR Monitoring

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<sup>4</sup> A/RES/78/1

Framework shows overall improvements. This positive performance **is also supported by new external studies and independent evaluations**, such as the [OIOS evaluation on Resident Coordinator leadership for policy support](#) and an independent, third-party mapping of UN development system functions and capacities, adding to the growing body of evidence on the value addition of the Resident Coordinator system.<sup>5</sup>



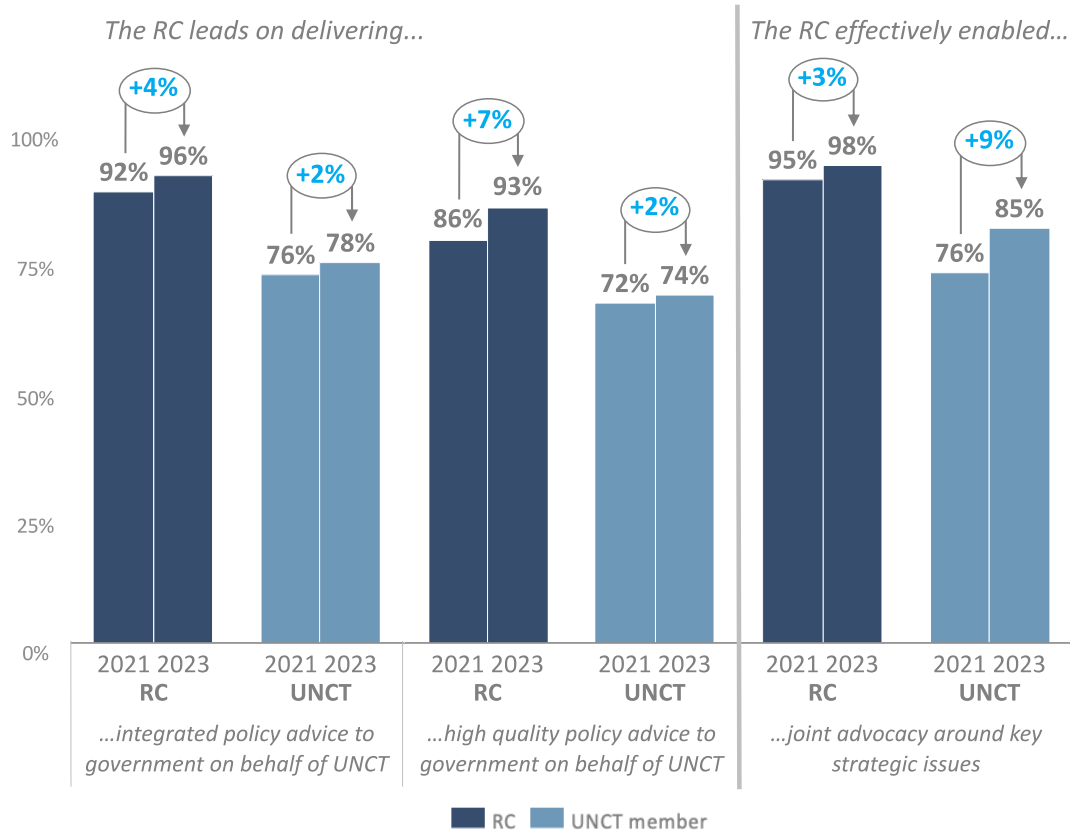
## II. Effective integrated responses: Accelerating action to achieve the SDGs, tailored to country context

- For Governments and development partners, the Resident Coordinator serves as a key entry point to access the full and diverse range of expert UN capacities – the more than 35 UN development system entities provide increasingly integrated and effective policy support and financing solutions for SDG acceleration.
- In 2023, building on the momentum from recent Summits and global policy dialogues, Resident Coordinators emphasized needed transformations for SDG acceleration, which Governments embraced during the SDG Summit to fast-track progress for the Goals. Resident Coordinators helped steer UN country team support to countries pursuing transitions in food systems, energy, digital connectivity, education, and jobs and social protection, and addressing the triple crisis of climate change, biodiversity loss and pollution. Resident Coordinators are making increased use of their convening capacity to rally UN and partners for greater impact - to advance policy shifts, forge partnerships, build pipelines of initiatives that can be taken to scale, and scale up national and subnational capacity. They are also working with UN country teams to better tailor responses to specific country contexts.

<sup>5</sup> This includes: the OIOS evaluations of the [Resident Coordinator system contribution to country-level programme coherence](#) (2021) and of [DCO regional support](#) (2022); the [system-wide evaluations of the UNDS socio-economic response to COVID-19](#) (2022) and of the [Joint SDG Fund](#) (2022); [UNFPA’s evaluation on their engagement in UNDS reform](#) (2022); [MOPAN’s assessment of UNDS reform](#) (2021).

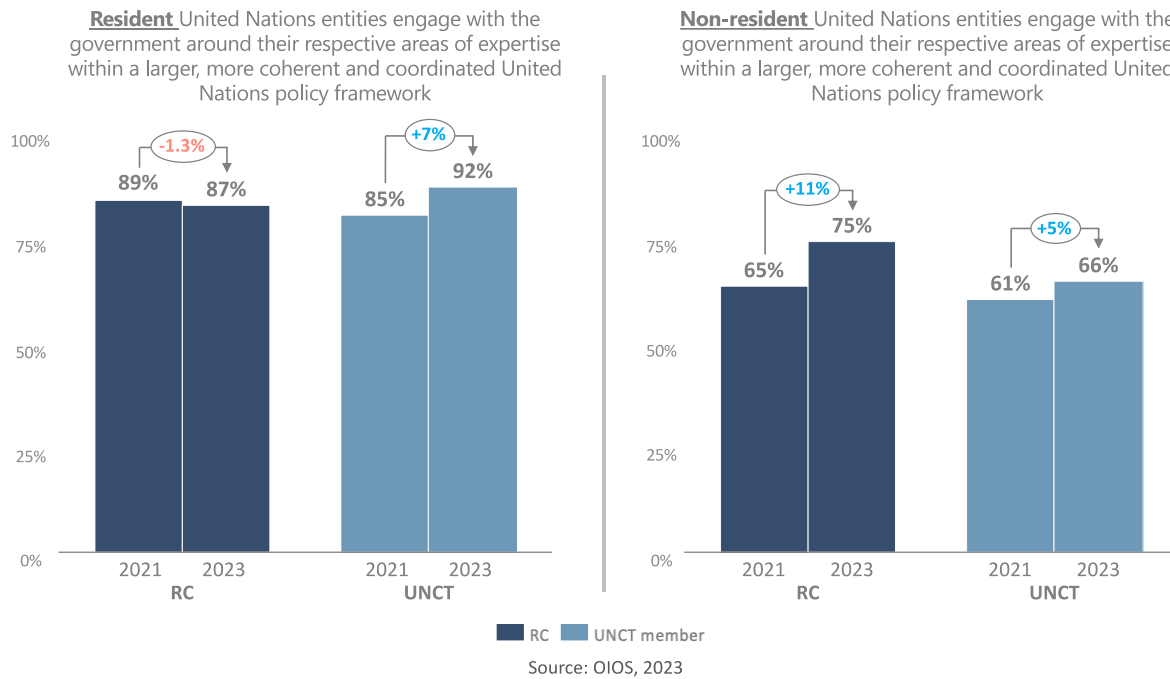
9. There is mounting evidence that the reforms have largely delivered on expectations and the mandates that member states have set out in General Assembly resolution 72/279 and 75/233. The 2023 [OIOS evaluation on Resident Coordinator leadership for policy support](#) concluded that Resident Coordinators have effectively leveraged UN expertise – in-country and non-resident – to enable integrated policy advice and have effectively engaged with senior levels of Government and development partners to enable policymaking aligned to Member State needs. This support helped enhance government capacity to advance progress on the SDGs, including through development of new or revised policies or policy frameworks. Interviews conducted by OIOS with Resident Coordinators, UN country team members and government officials found that Cooperation Framework coordination mechanisms, along with pooled funds and Resident Coordinator leadership, impartiality and inter-personal skills were key factors.

Figure II: RCs and UNCT members surveyed by OIOS reported that the RC effectively led on delivering high quality, integrated policy advice in 2023 and enabled joint advocacy around key strategic issues, compared with 2021.



Source: OIOS, 2023

Figure III: A majority of RCs and UNCT members surveyed by OIOS reported that resident and non-resident UN entities engaged with the government around their respective areas of expertise within a more coherent and coordinated UN policy framework.

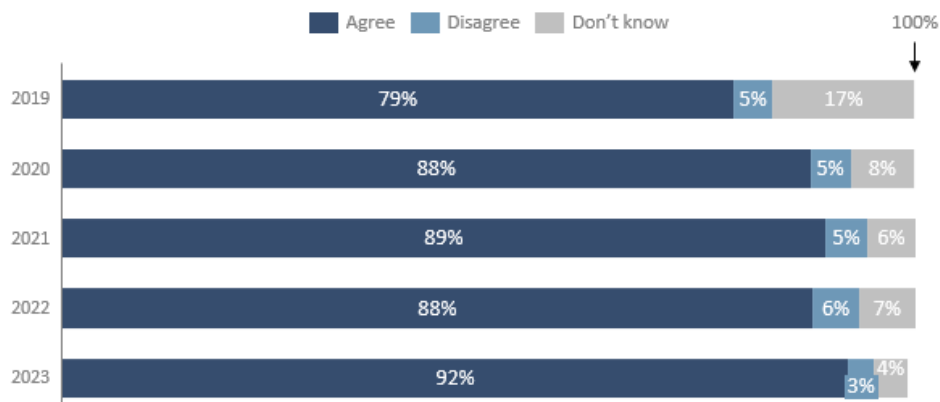


10. **The DESA annual surveys** confirm the increased ability of independent and impartial Resident Coordinators to effectively lead UN country team strategic support to national plans and priorities compared to pre-reform, with 92% of host Governments saying so in 2023 against 79% in 2019 (see figure). New indicators introduced to measure the ability to help Governments transform their national capacities and policies for SDG acceleration are equally encouraging: 79% of host Governments agreed that the Resident Coordinator and the UN country team built the capacity of public institutions for SDG acceleration. Similarly, 84% of UN country team members agree that Resident Coordinator leadership provides support for needed changes in national policies and regulatory frameworks to advance the SDGs (see figures).

Figure IV

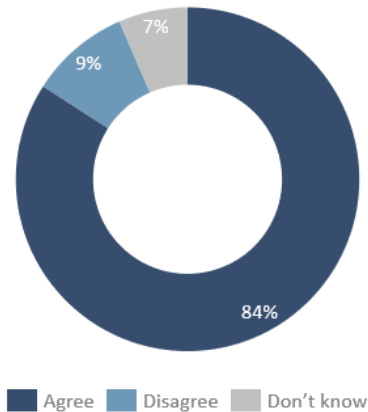
Host Government's response to:

**The RC effectively leads the UNCT strategic support for national plans and priorities**



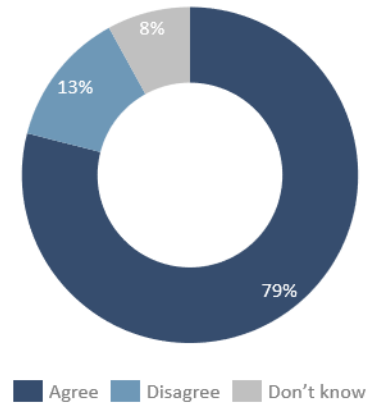
Source: DESA survey of host Governments, 2023

Figure V  
UNCT's response to:  
**The RC has led the UNCT in providing support for needed changes in national policies and regulatory frameworks to advance the SDGs**



Source: DESA survey of UNCT members, 2023

Figure VI  
Host Government's response to:  
**The RC and the UNCT have built the capacity of public institutions for SDG acceleration**



Source: DESA survey of host Governments, 2023

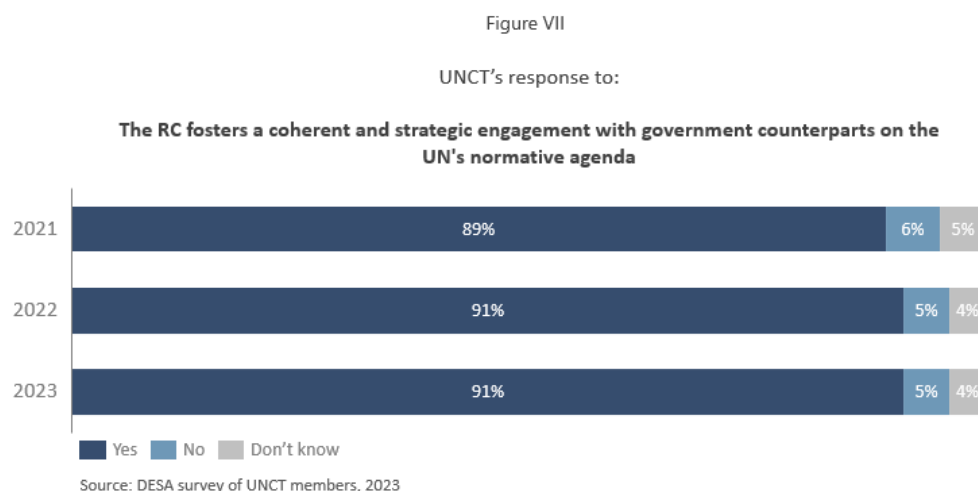
11. **Evidence is also growing that the UN entities place a great value in the Resident Coordinators' role as an enabler of results across their mandates.** The findings from the 2022 independent evaluation of UNFPA's engagement in the UN development system reform confirm that the repositioned system and reinvigorated Resident Coordinator function have provided an enabling environment for UNFPA to advance normative agenda and leverage joint programming for results. UNFPA is finalizing a strategy to leverage the reforms, including by strengthening its engagement with Resident Coordinators in country.
12. **With Cooperation Frameworks having replaced the old UN Development Assistance Frameworks, the UN development system is now better positioned to support national SDG acceleration<sup>6</sup>.** Resident Coordinators work closely with host Governments in defining the activities set out in the Cooperation Frameworks, to ensure full alignment with national plans and priorities, bringing together the breadth of UN entities to marshal their expertise and policy resources. This has marked a major shift from the pre-reform practice, where UN programming was often the result of a compilation of individual projects of each UN entity, often disconnected or loosely connected to national priorities.
13. **The leadership of Resident Coordinators has also resulted in systematic improvements to the participation of non-resident entities in country-level collective UN strategies.** For the first time in 2023, 100% of UN country teams reported participation of non-resident entities in the UN common country analyses (CCA), compared to only 70% in 2019, with a doubling of participation by International Financial Institutions (IFIs) between 2020 and 2023 in nearly two-thirds of UN country teams. Non-resident entities have also increased their participation in Cooperation Frameworks, from 76% in 2022 to 85% in 2023, while IFI participation remained relatively constant at 55%.<sup>7</sup>

<sup>6</sup> Cooperation Frameworks are in place in all but 6 countries. The previous UNDAF or other similar planning framework was extended in five countries due to special circumstances and one country never developed a framework. All these countries are expected to develop a Cooperation Framework within the next biennium.

<sup>7</sup> UN INFO IMS, 2023.

14. **Resident Coordinators are working closely with UN country teams, using new coordination capacities, tools and pooled funding, to accelerate action in transformative areas for achievement of the SDGs. The leadership of UNSDG Principals in championing this approach has been critical. Throughout, the focus has been on ensuring a tailored approach, including to support the development of national capacities and assets across different country settings.** For example, in [Timor-Leste](#), Joint SDG Fund resources enabled the UN country team to support Government prioritization of \$ 80 million for a food basket scheme, which provides households with locally sourced food items and boosts demand for local production. In [Uganda](#), Joint SDG Fund resources, backed by a \$ 13.5 million commitment from the Government, helped the Uganda Development Bank establish a facility for concessional financing to promote climate-smart agriculture, climate-resilient infrastructure, and low-carbon industries. In [Mexico](#), Resident Coordinator leadership facilitated access to Joint SDG Fund resources, which enabled coherent UN country team support in the adoption of a National Care Systems Law that will cover an estimated 46 million people by 2030.
15. **Still, obstacles remain. System-wide commitments made through Cooperation Frameworks do not uniformly translate to coordinated delivery in country. This will require better alignment of development system entities’ programming and configuration of their capacities with Cooperation Frameworks, and strengthened monitoring and reporting on how entity-specific activities contribute to collective UN country team results in line with national priorities and needs.** Only two thirds of UN entities recognize reporting obligations to the Resident Coordinator on key activities, including planning (67%) and resource mobilization (63%).<sup>8</sup> **Member States’ oversight through UN entities’ governing bodies will be critical to make this happen.**
16. **In addition, the share of multi-year funding frameworks for Cooperation Frameworks remains low.** This makes it difficult for UN country team entities to provide coherent financial information, given their different costing and results-based budgeting approaches. DCO is therefore investing in helping Resident Coordinators and Resident Coordinator offices to drive improvements, and working with UN entities to further identify and implement planning approaches that can strengthen alignment with Cooperation Framework outcomes.

17. UN country teams have also made visible progress in ensuring a **robust focus on the most vulnerable and providing normative support**, including on gender equality and the empowerment of all women and girls, youth engagement, disability inclusion, and localization of the SDGs to reach the most vulnerable.



**The 2023 OIOS evaluation found that Resident Coordinators supported the advancement of human rights and efforts to leave no-one behind for sustainable development in national policymaking dialogue.** 91% of UN country team members surveyed by DESA in 2023 agree that Resident Coordinators foster coherent and strategic engagement with Government on the UN’s normative agenda (see figure); and 92% consult with the Resident Coordinator on sensitive cases in this respect.

<sup>8</sup> DESA UNCT survey, 2023.



18. **However, UN country teams have not sufficiently drawn upon accepted human rights recommendations from the universal periodic reviews, human rights treaty bodies and special procedures.** In 2023, only 58% of UN country teams that reported engagement with the universal periodic review said they used the recommendations. Resident Coordinators can do more to explore what additional support may be needed in their specific country contexts to enable greater use of the human rights recommendations to inform their support to national institutions.
19. **Regarding gender equality,** a record number of UN country teams (97) reported on the System-Wide Action Plan (SWAP) for gender equality in 2023, under Resident Coordinator leadership, compared to only 76 in 2022. Resident Coordinators are also central for the application of the mandatory UN country team Gender Equality Marker; the marker was applied by 91 UN country teams (70%) in 2023, compared to 43 in 2020. The marker expects a financial threshold of 70% of available resources to gender equality activities; 41% of UN country teams reached this target in 2023. Resident Coordinators channeled investments of the Spotlight Initiative to End Violence against Women and Girls to UN country teams in 26 countries – contributing to national capacity building that resulted in the adoption of nearly 500 laws and policies to end violence against women and girls. The system also supported the development of capacities for gender-sensitive data.
20. **Resident Coordinators have championed youth engagement under the Secretary-General’s UN Youth 2030 strategy in support of national development efforts.** 94% of common country analyses and Cooperation Frameworks today include a youth focus. In [Egypt](#), the Resident Coordinator’s convening of young people led to the establishment of a Youth Climate Change Committee at the Ministry of Youth and Sports to integrate youth perspectives into national climate policies. In **Bhutan**, the Resident Coordinator office surveyed 25,000 young people in person and an additional 15,000 via social media to ensure that their needs and aspirations underpin UN country team programming. In **Guinea**, the Resident Coordinator office enabled consultations with over 1,000 young people for the common country analysis update.
21. **Resident Coordinator office support enabled 100% of respondent UN country teams to report on annual implementation of the UN Disability Inclusion Strategy for the third year in a row.** In **India**, an inter-agency coordination mechanism for disability inclusion was officially established as an integral part of the new Cooperation Framework 2023-27 governance structure. In **Uganda**, various organizations of persons with disabilities, including the National Union of Women with Disabilities, contributed to the design and implementation of the Cooperation Framework 2021-2025. Resident Coordinators are also responsible for coordinating UN country team engagement against sexual exploitation and abuse, including developing and implementing annual action plans to mitigate the risks therein. In 2023, 118 UN country teams had a plan and 90% of Resident Coordinators had taken necessary administrative measures for effective monitoring and reporting on the Secretary-General’s policy on protection and response to sexual exploitation and abuse; we must reach 100% compliance as soon as possible.
22. In line with the General Assembly’s request in 75/233, **Resident Coordinators have strengthened synergies across the UN’s work, ensuring the UN’s efforts by different pillars better address root causes of crises and reduce drivers of humanitarian needs, risks and vulnerabilities as foundations for sustainable development** – albeit with different levels of satisfaction over the years (see figure). Today, 79% of Host Governments recognize this role. 82% of UN country team members confirm that Resident Coordinators contributed to building stronger synergies across development, humanitarian, and peacebuilding interventions.<sup>9</sup>

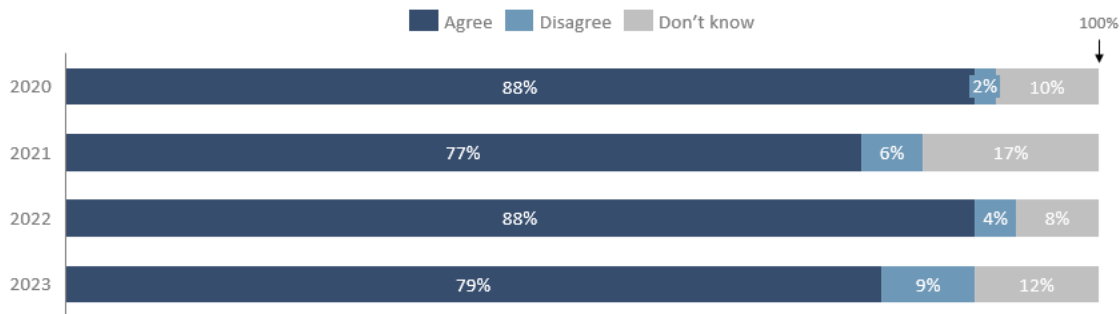
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<sup>9</sup> DESA UNCT Survey, 2023.

Figure VIII

Host Government's response to:

**The RC has contributed to building stronger synergies across development, humanitarian and peacebuilding interventions**



Source: DESA survey of host Governments, 2023

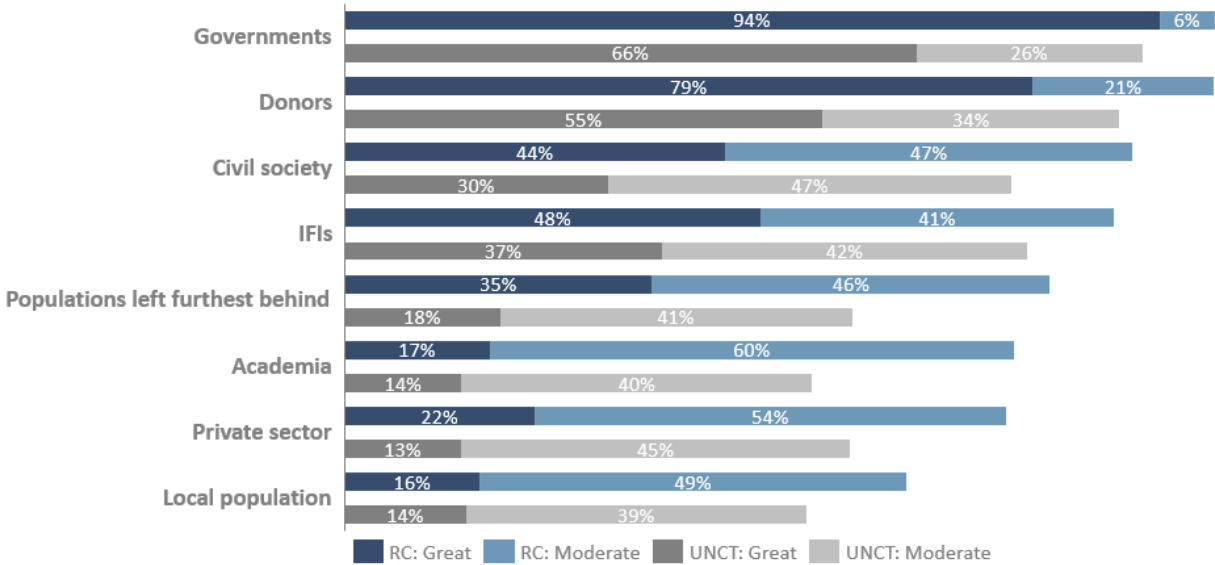
23. **In mission settings, “triple-hatted” Resident Coordinators – Resident Coordinators also serving as Humanitarian Coordinators and Deputy Special Representatives of the Secretary-General – have been central to link peacebuilding and development interventions**, ensuring coherence between UN country team support for development and the work of the mission. This enables the investments in UN peace operations to serve as the foundation for sustainable peace and development outcomes, aligned to national needs and priorities. For example, in **DRC**, the Resident Coordinator’s collaboration with national and provincial authorities led to a pioneering ‘Tanganyika Strategic Results Framework’ for the third largest of the country’s 26 provinces, aligned with the provincial development plan. This framework has informed the development of a MONUSCO transition plan for the province and is being replicated in the three remaining provinces where MONUSCO is still present. In **Mali**, the Resident Coordinator has mobilized support across the UN system in the context of MINUSMA’s withdrawal to set up a new Multi-Partner Trust Fund to enable a transfer of relevant tasks to the UN country team.
24. **In other complex settings, “double-hatted” Resident Coordinators also serving as Humanitarian Coordinators, lead the emergency response while also ensuring that UN activities are geared towards supporting countries to exit emergencies and return firmly to a path to sustainable development.** In **Lebanon**, the Resident Coordinator/Humanitarian Coordinator facilitated multi-stakeholder collaboration between development and humanitarian partners that rooted joined- up interventions in social protection. In addition, 15 Resident Coordinators/Humanitarian Coordinators in pilot countries were instrumental in 2023 in supporting a wide range of partners to advance government-led solutions to internal displacement.
25. **Resident Coordinators have been instrumental in enabling effective UN support for disaster preparedness and ensuring immediate disaster response in countries where a Humanitarian Coordinator has not been designated.** Such efforts led to the [Maldives](#) becoming the first country in Asia and the first SIDS to embrace the Early Warnings for All (EW4All) objective of coverage for all people by multi-hazard early warning systems by 2027. In **South Africa** and **Tanzania**, Resident Coordinators mobilized funding and coordinated support to Governments to address the impacts of devastating floods, while in **Chile, Peru and Bolivia** the focus was **on tackling** the impacts of unprecedented climate change and El Niño-driven wildfires and floods. In **Vanuatu**, the Resident Coordinator boosted the UN’s support to the Government following twin category-4 cyclones in 2023.
26. These examples illustrate the growing centrality of the Resident Coordinator role in connecting UN resources and expertise better, and ensuring their alignment to government needs and priorities in different settings. They further illustrate the importance of having a Resident Coordinator system that is fully resourced to enable

agile support to be provided to countries when they are in moments of greatest need. **The 2023 OIOS evaluation has also highlighted the negative impacts of under-funding of the Resident Coordinator system to effectively coordinate and enable integrated policy responses.**

**III. Convening coalitions for sustainable development**

**27. Increasingly, Resident Coordinators are using their convening power to rally development partners across all sectors in support of national policy solutions and means of implementation for the SDGs.** Resident Coordinators are helping scale up UN country team’s engagement with bilateral donors, the private sector, IFIs, civil society, academia, and a wide range of other national and international institutions for SDG policy, partnership and financing solutions (see figure).

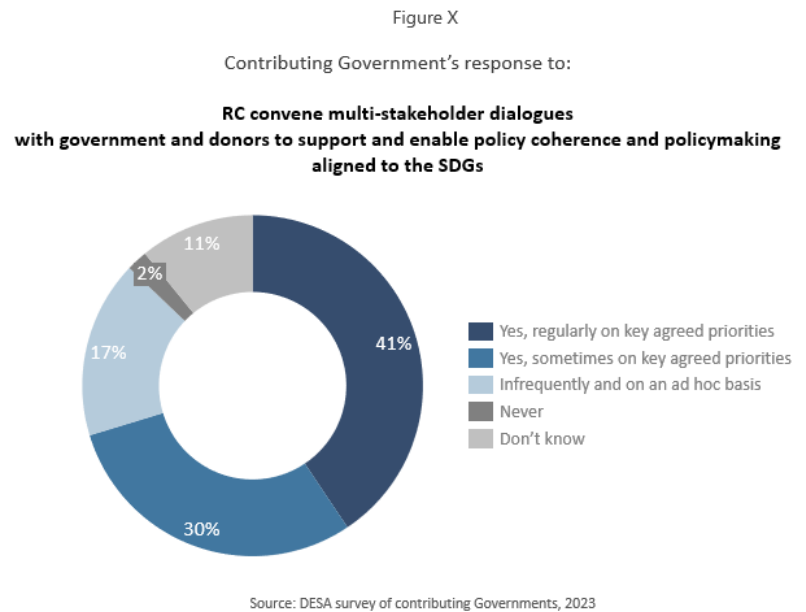
Figure IX: RC engagement with stakeholders at the country level  
 Per cent (%) of RCs and UNCT members surveyed reporting that RCs engaged the following categories of stakeholders to a “great” or “moderate” extent



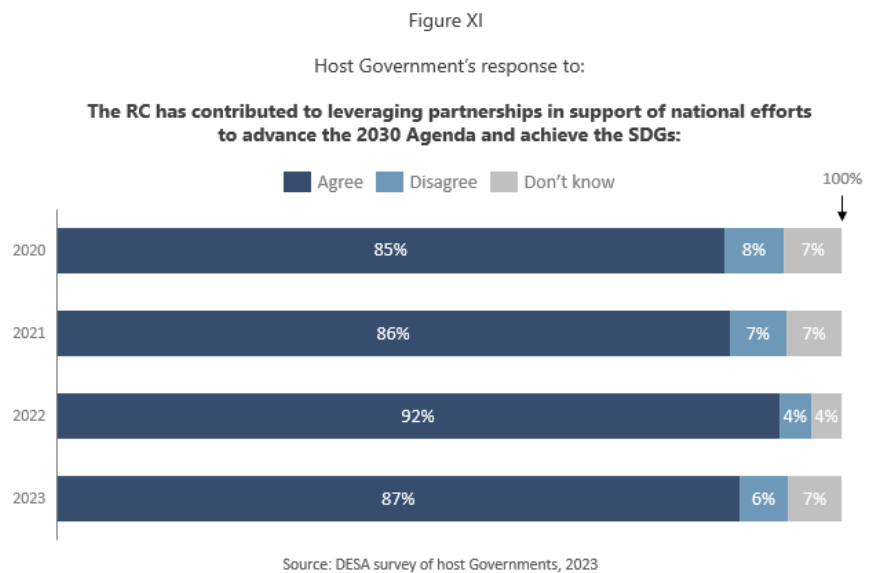
Source: OIOS, 2023

**28. Working closely with host Governments, Resident Coordinators engage key partners to steer and align their priorities with country needs reflected in national development plans to deliver the commitments of the Cooperation Frameworks.** Resident Coordinators support the work of the UN country teams by chairing or co-chairing with government representatives a development partner coordination mechanism in 98 countries in 2023, and more are being established. These mechanisms seek to bring coherence to the engagement with partners, in part to further streamline engagement on funding and programmatic priorities. The Dialogue-Consultation Table with IFIs for the Cooperation Framework 2023-2027 established by the Resident Coordinator in the **Dominican Republic** is helping to identify entry points for cooperation between the UN country team and relevant IFIs. The World Bank and the IMF are increasingly involved in strategic planning for the preparation of new country Cooperation Frameworks. In Equatorial Guinea, a dialogue with the Africa Development Bank is ongoing to ensure synergies with their new country programme.

29. **Resident Coordinators are also ensuring participatory engagement in SDG policy dialogues:** 71% of contributing countries surveyed by DESA (see figure) agree that Resident Coordinators convened multi-stakeholder dialogues for policy coherence and SDG policy making. For example, in the **Philippines**, a tri-partite coalition of the UN country team, the Department of Health and the World Bank focused on reducing childhood stunting by 30% through integrated investment policy and increased budgetary allocations. The recent OIOS evaluation noted, however, that Resident Coordinators engaged with the private sector and civil society to a lesser degree than Governments. As funding and resourcing permits, this is an area which DCO intends to support further strengthening and diversification in the partnerships in the coming year.



30. **While host Governments remain very positive about partnerships led by the Resident Coordinator for the SDGs, there has been a slight decline in 2023** (see figure). This may be due, in part, to the imposition of cost-cutainment measures on elements of the resident coordinator system budget that support convening and partnership development. Resourcing constraints have led to frozen recruitment for positions in 52 countries, which has impaired the ability to build and leverage partnerships.



#### IV. Funding and Financing: Resources mobilized for system-wide efforts to advance the SDGs

31. **In 2023, Resident Coordinators continued to play a steering role for inter-agency pooled and thematic funds** for sustainable development, working with UN country teams to submit proposals, manage the implementation of programming and supporting evaluations. In 2023, the available resources under country and global or regional pooled funds were \$1.7 billion and \$1.15 billion, respectively. Pooled funds and thematic funds present significant benefits to Governments. They facilitate more coordinated and efficient approaches to programming by enabling agencies to work collectively toward a common outcome.

32. **The Joint SDG Fund, whose Operational Steering Committee is now chaired by DCO, plays a critical role in unlocking SDG financing. Its catalytic nature is evident.** In 2023, each dollar committed to the Fund mobilized an additional \$18 for advancing the SDGs, double that of 2022. Over 80% of this financial leverage stemmed from the Fund’s support for issuing SDG thematic bonds, while the other 20% was generated through the scale-up and replication of policy solutions, as well as co-financing through blended financing investments. For example, in **Uruguay** through the facilitation of the Resident Coordinator and led by UNIDO, with UNDP and UN-Women, every SDG Fund dollar for renewable energy transition unlocked an additional \$3 in investments, with an ambitious target of mobilizing up to \$68 million, especially in areas of green transport and related industries.
33. **The Fund has continued to promote integrated support for national policy and regulatory changes,** particularly in enhanced social protection in 39 countries, implementing Integrated National Financing Frameworks (INFF) for SDG financing in 69 countries, supporting resilience in 42 SIDS, and supporting the UN’s emergency response in over 100 countries due to the global cost-of-living crisis precipitated by the conflict in Ukraine. In **Cuba**, the Fund enabled ECLAC and UNDP, with coordination from the Resident Coordinator office, to engage over 240 national and international experts and develop a policy roadmap and tools for financing economic development in the country. In **Tunisia**, the UN country team, led by the Resident Coordinator, enhanced the capacity of government officials in building food systems resilience and piloted a digital system allowing vulnerable groups to directly request food [assistance](#) to local authorities.

### THE JOINT SDG FUND IMPACT AS OF 2023



34. **The Joint SDG Fund saw an increase in capitalization,** with contributions rising from \$20.4 million in 2022 to \$55.9 million in 2023 – but falling well short of the annual Funding Compact target of \$290 million. Moreover, approximately 62% of the secured resources have been earmarked by donors to specific themes, challenging the Fund’s core principles of flexibility, predictability, and programme alignment with country needs. Accordingly, the Fund is now being reoriented to support key SDG transition areas through integrated policy support, which will require further adjustments in its funding approach.
35. In 2023, there was **greater capitalization of country-level pooled funds** – an increase of nearly \$200 million to \$1.7 billion. The recent OIOS evaluation of the Resident Coordinator system found that pooled funds were noted across all case studies examined as one of the most significant enabling factors for integrated policy advice at the country level. In **Malaysia**, the Resident Coordinator office worked with the Ministry of Finance and launched a SDG Trust Fund for Cooperation Framework priorities with a financial envelope of around

\$4.3 million. The Resident Coordinator in **Tanzania** mobilized nearly \$12 million from Norway for the Tanzania SDG Acceleration Fund. **Resident Coordinators in 57 countries also steered the design and delivery of UN country team joint programmes funded by the Peacebuilding Fund**, including 93 new programmes approved in 2023 amounting to a total of \$202 million. For example, in [The Gambia](#), under the Resident Coordinator leadership, the UN country team unlocked \$2 million from the Peacebuilding Fund and launched a project led by UNDP, UNFPA and UNICEF focusing on increasing the number of women in leadership positions and decision-making platforms at all levels.

36. **UN country teams, with the leadership of Resident Coordinators, are also contributing to identifying national opportunities for public and private investments**, with 75% of host Governments surveyed by DESA noting their support. 86% of Resident Coordinators indicate that they have convened a diverse group of stakeholders focused on the financing mix needed to advance the SDGs – for which the support of Economists in Resident Coordinator offices has been essential.
37. **Continuing decline in availability of sufficient and quality funding for UN development system entities and fragmented governance and business models compounded existing challenges, as entities have to prioritize their resources and capacities as a result.** Cultural and behavioural shifts are still needed in UN development system entities. However, increased earmarking in funding for UN entities weakens the collective ability and resolve to coalesce around joint planning, joint programmes and foment transformative system-wide results. For example, collective action requires flexibility in UN country team capacities, improved delivery of the common outcomes in the Cooperation Frameworks, the capitalization and utilization of pooled and thematic funds, and streamlined collective back-office operational arrangements – all of which require collective corporate agreements and investments.

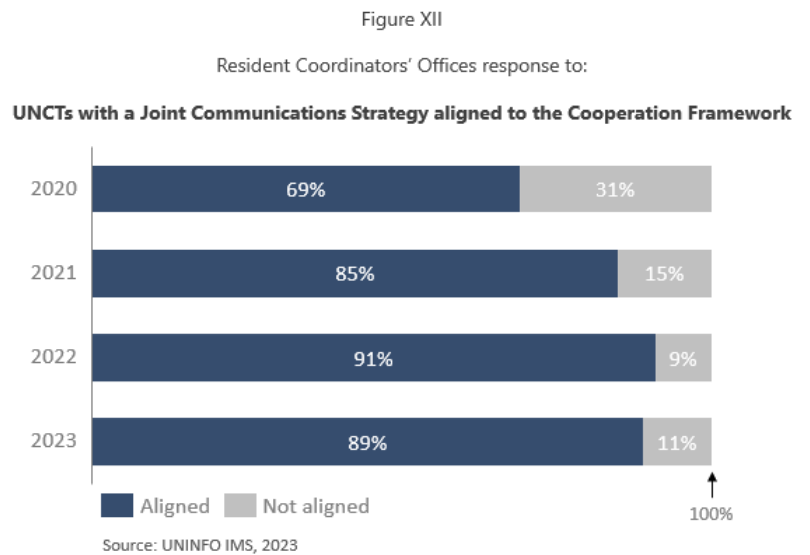
#### V. [Communicating and reporting on results: Increased accountability and transparency on the work of the UN development system](#)

38. **In 2023, we continued to boost transparency and accountability for results, enhancing capacities and tools for system-wide monitoring and reporting.** For the second consecutive year, all Resident Coordinator offices produced a UN Country Results Report in 2023, increasing visibility of UN work in country. Focus has now shifted to ensuring consistent quality across countries and regions, with DCO providing training to heads of Resident Coordinator offices, Communications Officers, and Data Management and Results Reporting Officers for effective results reporting. Preliminary analysis of UN country team reports shows that they are increasingly comprehensive, data-driven and strategic. These result reports are critical in providing national Governments a comprehensive view of the results achieved in their country across the UN country team.
39. DCO has been developing more innovative tools and techniques to help disseminate information in more accessible formats, including through the management of an [online space](#) to collate material to support oversight of and discussions on funding for the Resident Coordinator system, and in support of the UNSDG and its Chair outreach to Member States through briefings, case studies and other presentations on the activities and results of the Resident Coordinator system. Further efforts have been made to increase awareness and facilitate visibility of country-level results through the UNSDG Output Indicator Framework, with 63 UN country teams reporting against the framework in 2023, compared to 19 in 2022. **DCO also made investments to improve the strategic use of the system-wide UN INFO platform to increase accessibility and transparency of the work of the Resident Coordinators and the UN Country teams.** UN INFO data is shown publicly on the [UNSDG Data Portal](#) and pulled automatically into over 130 UN country team websites with more than 27 million annual views. This information facilitates greater awareness of UN

country team priorities and accountability for delivery to national Governments and increases transparency for development partners. In **Indonesia**, more than 200 participants from 27 government agencies are now using UN INFO data to assess Cooperation Framework implementation progress.

40. **Accountability and transparency are also enhanced by evaluations of Cooperation Frameworks.** In 2022, 11 UN country teams concluded evaluations of their Cooperation Framework or UNDAF to inform the development of new frameworks in 2023, and seven evaluations initiated in 2023 are nearing completion. As resourcing allows, DCO intends to consolidate lessons learned from these evaluations to effectively inform new Cooperation Frameworks going forward.

41. **Resident Coordinator offices are working with UN country teams to develop better joint communications strategies tailored to Cooperation Framework priorities** (see figure). **These efforts are also contributing to advancing global campaigns for the SDGs, led by the Department for Global Communications (DGC) in countries with no DGC presence.** In **Honduras and Sao Tome e Principe**, for example, creative podcasts are used to disseminate SDG awareness and action among youth. In **China**, partnerships with traditional and social media companies boosted SDG awareness with 42 million viewers of an online event targeting youth. In all these cases, the national Communications Officers in Resident Coordinator offices played a key role, supporting Resident Coordinators to galvanize UN country teams and key partnerships for the SDGs.



## **VI. Operational efficiencies: Resident Coordinator system support to enable more efficient business operations**

42. Following the conclusion of operational services transition from UNDP, the Resident Coordinator system service provision architecture and service quality continued to integrate with UN Secretariat service providers and the Department of Operational Support. Cost reductions generated from the service transition is estimated at \$4.5 million in 2023, 1.1 million higher than in 2022.

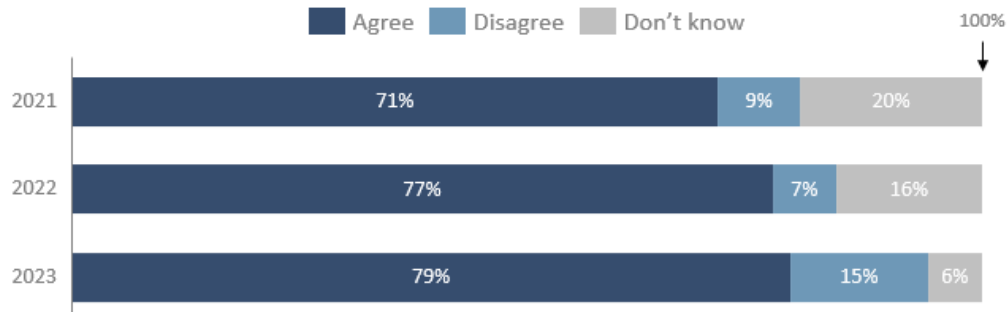
43. **Two new financial systems were launched in 2023 to strengthen financial oversight:** Webi, a real-time expenditure report, built on Umoja's business intelligence reporting tool. Webi provides Resident Coordinator offices access to automated real-time data, including allocation and expenditure information. Smartplanner, an online integrated planning and budgeting tool, links budgeted resources with expected results.

44. **In 2023, UNSDG entities reported an unprecedented level of efficiency gains: \$553 million.** Host Governments increasingly appreciate the role of Resident Coordinators in ensuring efficient use of resources and nearly 80% believe that Resident Coordinators do so by minimizing duplication across UN entities (see figure).

Figure XIII

Host Government's response to:

**The RC helps to minimize duplication of efforts among UN agencies, ensuring the efficient use of resources**



Source: DESA survey of host Governments, 2023

45. **A major milestone in 2023 was the advancement of the [first UN common back-office](#) in Nairobi**, with Resident Coordinator leadership and DCO capacities enabling its finalization. Serviced by UNON together with UNICEF and WFP, it offers 101 services to over 3,500 staff from more than 60 UN entities. Similar efforts are under way with priority initiatives in **Tanzania, Brazil, Viet Nam and Senegal**.
46. **Common premises projects were completed in eight countries in 2023 (Tanzania, Iraq, Morocco, Colombia, Bolivia, Mali, Ethiopia and Antigua and Barbuda) and 43 are underway** – the largest one in Egypt hosting 2,700 staff from 36 UN entities, and the closest to completion in **Senegal** bringing together 34 UN entities and a total of 1,800 staff.
47. **UN country team savings and operational complementarity agreed in Business Operations Strategies have continued to increase**, notably in travel, management of common premises, internet connectivity, and satellite communication services. High-impact services like renewable energy use and gender-responsive procurement continued to add value to day-to-day operations. **Guatemala, Costa Rica, and Indonesia** are exemplary models of progress in fostering disability inclusion and enhancing accessibility.

## **VII. [Leadership: The Resident Coordinator system capabilities behind sustainable development results](#)**

48. **It is the investments in the development coordination function – through DCO as well as Resident Coordinators and their offices – that have made possible the above results. Notable investments have continued in building the profiles, capacities and skillsets of Resident Coordinators and Resident Coordinator offices**, in line with Member States' expectations in General Assembly resolution 72/279, and reinforced in General Assembly resolution 76/4. The latter resolution underscored “the importance of preserving and utilizing the strengthened capacities of the reinvigorated Resident Coordinator system for coherent and effective responses by the development system in the decade of action”. The Resident Coordinator system continues to maintain a country-level focus with 90% of staff in country, 3% in the regions and 7% in New York.



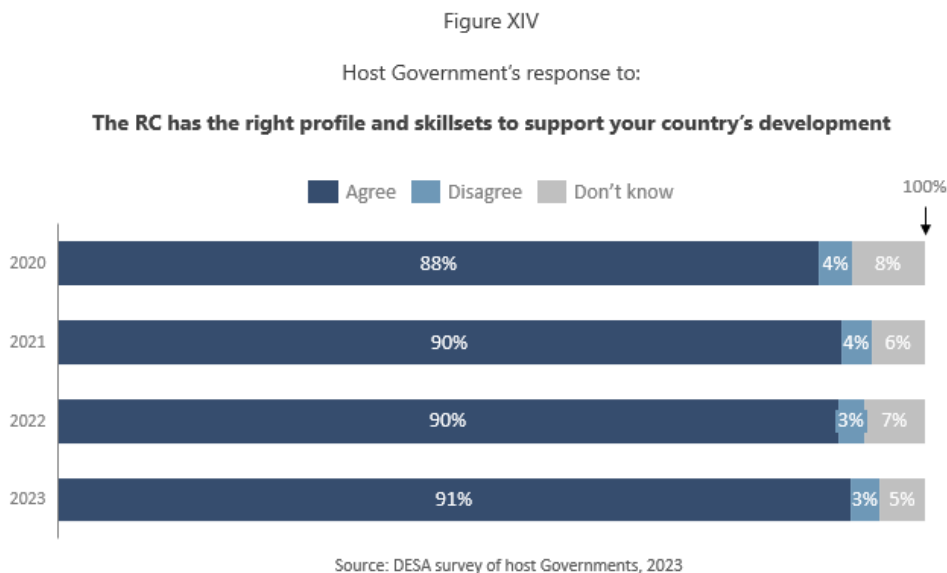
## A. Resident Coordinator and Resident Coordinator office leadership

### Strengthened Resident Coordinator leadership tailored to diverse country needs

49. **Since 2019, the Resident Coordinator cohort has been entirely revamped:** two-thirds of the current Resident Coordinators were appointed after the reform, often with enhanced caliber, profiting from new, robust assessment and selection processes. As noted earlier (figure 1), host Governments perceive strengthened Resident Coordinator leadership, authority and impartiality, along with enhanced capacity, management skills, and a focus on common results. A slight decline was registered in the ability of Resident Coordinators to serve as a strengthened entry point to the UN offer (from 87% in 2022 to 82% in 2023), which DCO will investigate and course correct as possible.

50. **DCO now undertakes a robust analysis of the profile needed for each country,** working closely with OCHA and DPPA/DPO when Resident Coordinators are expected to serve as Humanitarian Coordinators and Deputy Special Representatives of the Secretary-General, before a selection is made by the Secretary-General.

As requested by Member States, **DCO also systematically consults the host country on the necessary profile of the Resident Coordinator before advertising the position.** As a result, 91% of host countries consider the Resident Coordinator profile and skillsets appropriate to support their country's development (see figure) and the vast majority of contributing countries (91% in 2023 vs. 87% in 2021)<sup>10</sup> notes that the Resident Coordinator system has scaled up collective action for the SDGs.



51. **DCO manages the Resident Coordinator talent pipeline with the resources available, prioritizing the leadership development of current members.** Together with OCHA, when it relates to 'double-hatted' countries, DCO ensures that incumbent and prospective Resident Coordinators already in the pipeline receive coaching, mentoring and performance assessment in line with the highest standards.

52. **The profile of Resident Coordinators has become more diverse. In addition to coordination expertise, Resident Coordinators are selected based on their unquestionable expertise in sustainable development. They also have more varied professional backgrounds and bring new policy and partnerships expertise in themes relating to key SDG transitions** such as climate change, the energy transition and the green and blue economy, development financing and digital transformation. They hail from a wider range of UN entities (24, compared to 17 pre-reform) and an increasing number of non-UN entities (9, compared to 4 pre-reform).

53. **Gender balance has been largely preserved, despite transitional fluctuations** (50% of Resident Coordinators were women by end of 2023). For the first time in the history of the Resident Coordinator

<sup>10</sup> DESA survey of contributing Governments, 2023.

system, the Resident Coordinator pool includes more women than men (51% as of March 2024 and compared to 48% a year ago, and 42% pre-reform).

54. **Geographic representation has improved steadily**, with 54% of Resident Coordinators from programme countries as compared to 49% in March 2022 and 41% pre-reform. The share of programme country candidates in the Resident Coordinator pool also jumped from 36% pre-reform to 46% in March 2023 and 49% in March 2024.

Figure XV: Resident Coordinators by gender

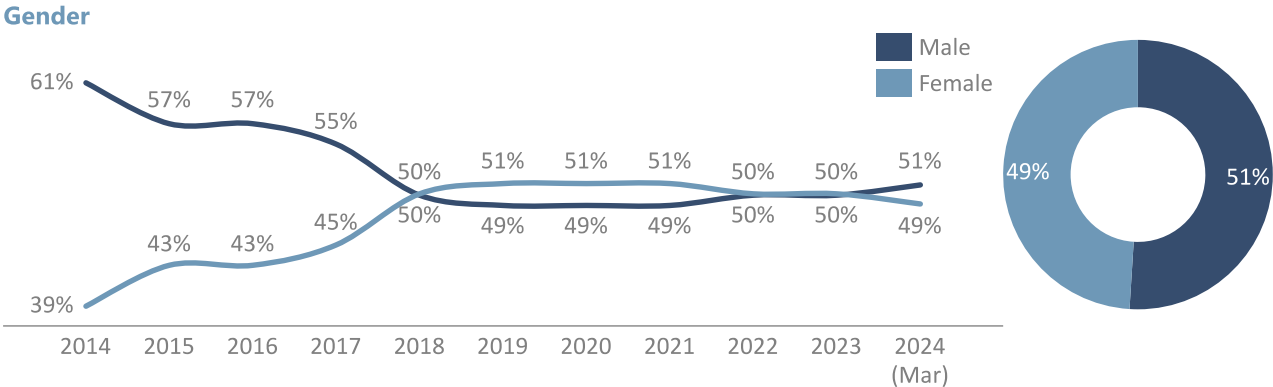
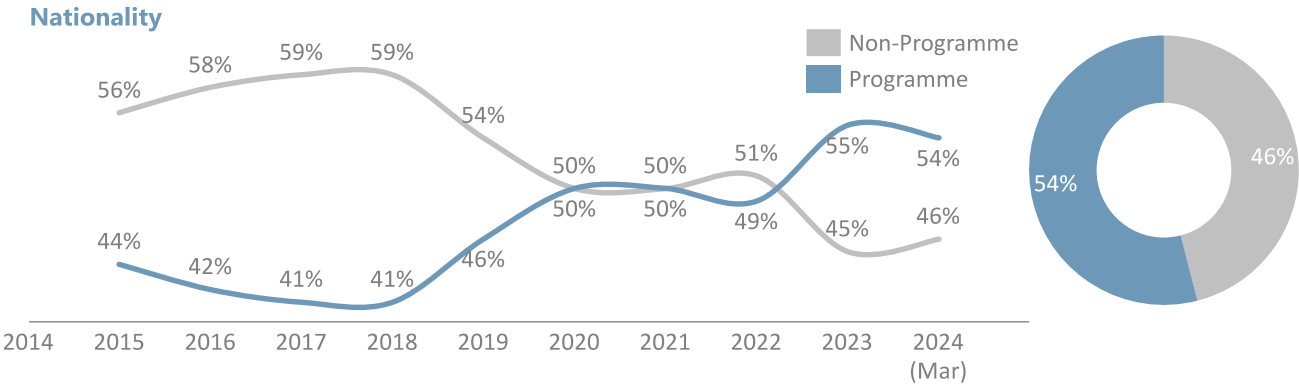


Figure XVI: Resident Coordinators by nationality



Source: DCO, 2024

55. **These are important improvements.** DCO will continue to uphold the hard-earned gender balance in the Resident Coordinator ranks and seek to increase the share of programme country nationals, with particular attention to diversifying the nationalities represented in the Resident Coordinator track.

56. **Resident Coordinators, once selected, benefit from a suite of personalized and group support for mentoring, induction, learning and peer networking.** In 2023, this offer included regular policy and programming webinars and multiple interactive clinics connecting Resident Coordinators to global thought leaders and to peer learning for SDG acceleration in country. Resident Coordinators can also avail themselves of dedicated career counselling.

57. **DCO monitors and collects data on the performance of Resident Coordinators throughout the year.** It pro-actively seeks the feedback of host countries, Resident Coordinator office staff, UN country team members and regional directors of UNSDG entities, who inform the performance appraisals of Resident Coordinators. Performance appraisals are then conducted by the Secretary-General and the Chair of the

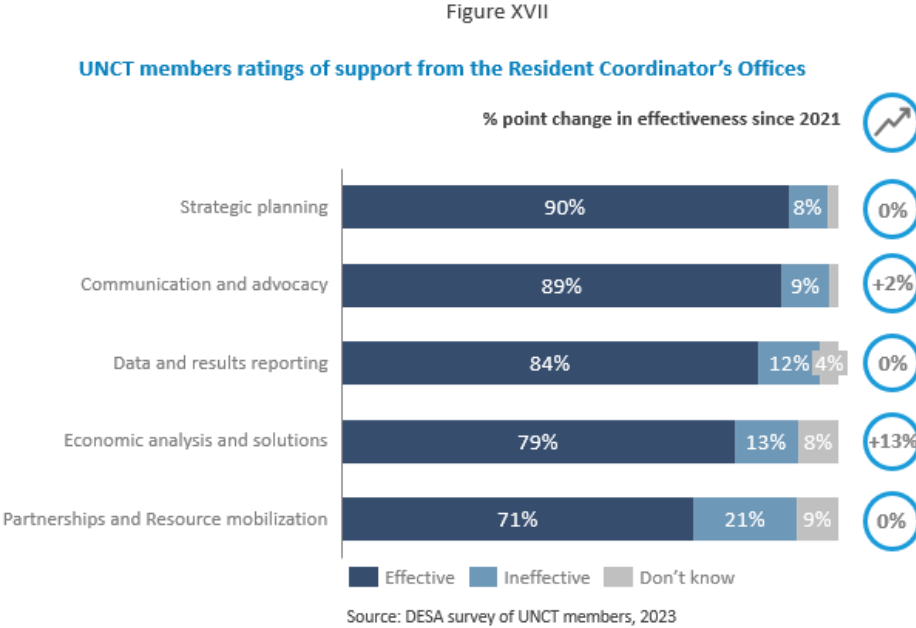
UNSDG. Resident Coordinators whose performance did not fully meet expectations were offered support through executive coaches, mentoring from experienced former Resident Coordinators, and team-building interventions, contributing to improving performance.

58. **In 2023, DCO had to curtail talent scouting due to the existing funding gap.** As a result, the number of nationalities represented in the Resident Coordinator ranks increased only from 56 to 57 between March 2023 and March 2024; the number of Resident Coordinators from outside the UN decreased (from 10 to 9). The intake of candidates into the talent pipeline was reduced by 46% in 2022, and a further 28% in 2023; it was completely paused for 2024. DCO also had to reduce **the number of candidates sponsored to the Resident Coordinator assessment** by 40% (from 91 in 2022 to 54 in 2023), resulting in an increase in the average annual share of Resident Coordinator positions that remained vacant (from 13% in 2022 to 15% in 2023) and of Resident Coordinators ad interim (from 11% in 2022 to 18% in 2023). These measures had to be taken to operate within the financial resources available to the Resident Coordinator system.

59. Empowered Resident Coordinator leadership also depends on consistent compliance with the respective principles, roles and responsibilities, and relationships between Resident Coordinators and UN country team members outlined in the Management and Accountability Framework (MAF). However, **both Resident Coordinators and UN country teams reported a decline in MAF compliance and implementation in 2023 relative to 2022**, as evident in the Resident Coordinator system’s Results Framework and elaborated in the Secretary-General’s report on QCPR implementation. A review of MAF will be carried out in 2024, working closely with UNSDG entities, with a view to identify and to address outstanding issues.

*Strengthened Resident Coordinator office’s capacities supporting Resident Coordinators and UN country teams*

60. **About 90% of the Resident Coordinator system staff is at the country level, with all Resident Coordinators and UN country teams supported by the minimum core capacities for collective strategic planning, economic analysis, partnerships, communications, and data management and results reporting.** This approach is in line with the universality of the 2030 Agenda and contrasts with the situation pre-reform, when Resident Coordinator office resources were largely at the discretion of donor funding. Pre-reform over 50% of Resident Coordinator offices had severely limited or no staff capacities at all. Resident Coordinator system results illustrated in this report is reliant on the work of the core staff (an extensive set of examples of results facilitated by each of these capacities, across countries in all regions, is also [available online](#).) Indeed, satisfaction by UN country teams with their support has remained stable or largely improved since their establishment (see figure).



61. **Resident coordinator offices continue to deliver despite staffing shortages. Yet, performance levels and results vary across countries, with differentiated degrees of support in some areas.** At a given point in time, about 50% of Resident Coordinator offices were fully staffed with core professional capacities in 2023; 52 offices had recruitments paused due to the funding shortfall. Existing staff often had to step in to cover the functions of vacant posts, hampering their ability to fully deliver on their own function, offering suboptimal support in areas outside their competences to UN country teams and Governments. Some workstreams had to be put on hold and other curtailed. This can, in part, explain the lower satisfaction rates by UN country team members since 2022 that emerge in the Resident Coordinator system's Results Framework, particularly on partnerships and resource mobilization, data and results reporting.
62. **The core capacities are complemented in specific country contexts through specialized resources beyond the Resident Coordinator system Special Purpose Trust Fund,** which further calibrate UN country team support to country-specific contexts and demands, maximize the reach of UN entities with limited country presence, and enable efficiencies. For example, in 2023, the joint UNDP and DPPA programme deployed **128 Peace & Development advisors (PDAs)** in 71 Resident Coordinator offices, such as in **Malawi, The Gambia, Sri Lanka, Jordan, Moldova and Honduras** to enhance national prevention capacities and support collaboration between peacebuilding and development interventions to advance the SDGs. Similarly, **43 Human Rights Advisers (HRAs)** were deployed with support by OHCHR and the Human Rights Mainstreaming Fund hosted by DCO, in consultation with host Governments. Their work included addressing the socio-economic impact of COVID on the Roma people in **Serbia**, convening policy dialogues on fiscal decentralization and inequalities in **Jordan**, and improving the safety of indigenous communities in **Costa Rica**. With UNAIDS scaling back its presence in some countries, **HIV/AIDS advisors** were deployed in offices to support national efforts in **Colombia, Fiji and Gabon**, and at least two more will be deployed in **Guyana** and **DRC** in 2024. An advisor was seconded for the first time by the UN Sustainable Energy for All Initiative to help develop a UN strategy on Sustainable Energy in **Indonesia**, for policy support and capacity building assistance to the Government's efforts to decarbonize its power sector. **All these capacities are meant to complement, not replace the minimum Resident Coordinator office functions, to calibrate UN country team support to country-specific contexts and demands, maximize the reach of UN entities with limited country presence, and enable efficiencies.**
63. **Additionally, in 2023, DCO continued to support specific Resident Coordinators to ensure timely support to countries in development emergencies.** This support was possible through the rapid deployment of senior development coordination officers from DCO. This included support for **Afghanistan, Burkina Faso and Niger** to help ensure ongoing operations amidst crisis, **Syria** to coordinate UN efforts for recovery and reconstruction in the aftermath of the earthquake, **Peru** to support the implementation of the Cooperation Framework with risk analysis, and **Solomon Islands** in support of efforts for social cohesion.
64. **DCO also continues to invest in capacity building for Resident Coordinator offices to the extent possible.** A **National Officer Talent Pipeline** was also launched in 2023 – a highly competitive year-long career support programme, aimed at deepening professional development of the National Officer cadre; 51 National Officers selected across regions, levels and functions were part of this first cohort. A **Women Talent Pipeline**, targeted to 20 women in management and leadership roles across the Resident Coordinator system, was also held, offering mentorship, feedback and networking opportunities. With support of the Department of Operational Support (DOS), a training on effective writing available to all Strategic Planners, Communications Officers and Data Management and Results Reporting Officers has led to improved quality of UN Country Results Reports.
65. **DCO has continued to diversify overall Resident Coordinator system staffing.** 53% of Resident Coordinator office staff (national and international) are female. **Gender parity** was reached at P-3, P-4 and

P-5 levels; women also represent 49% of the total 334 National Professional Officers workforce today. DCO continues to work to achieve full parity at all levels, in both staff categories. 52% of international Resident Coordinator office professionals are **nationals from programme countries**, though the nationalities represented among them slightly decreased from 116 to 113 from 2022 to 2023.

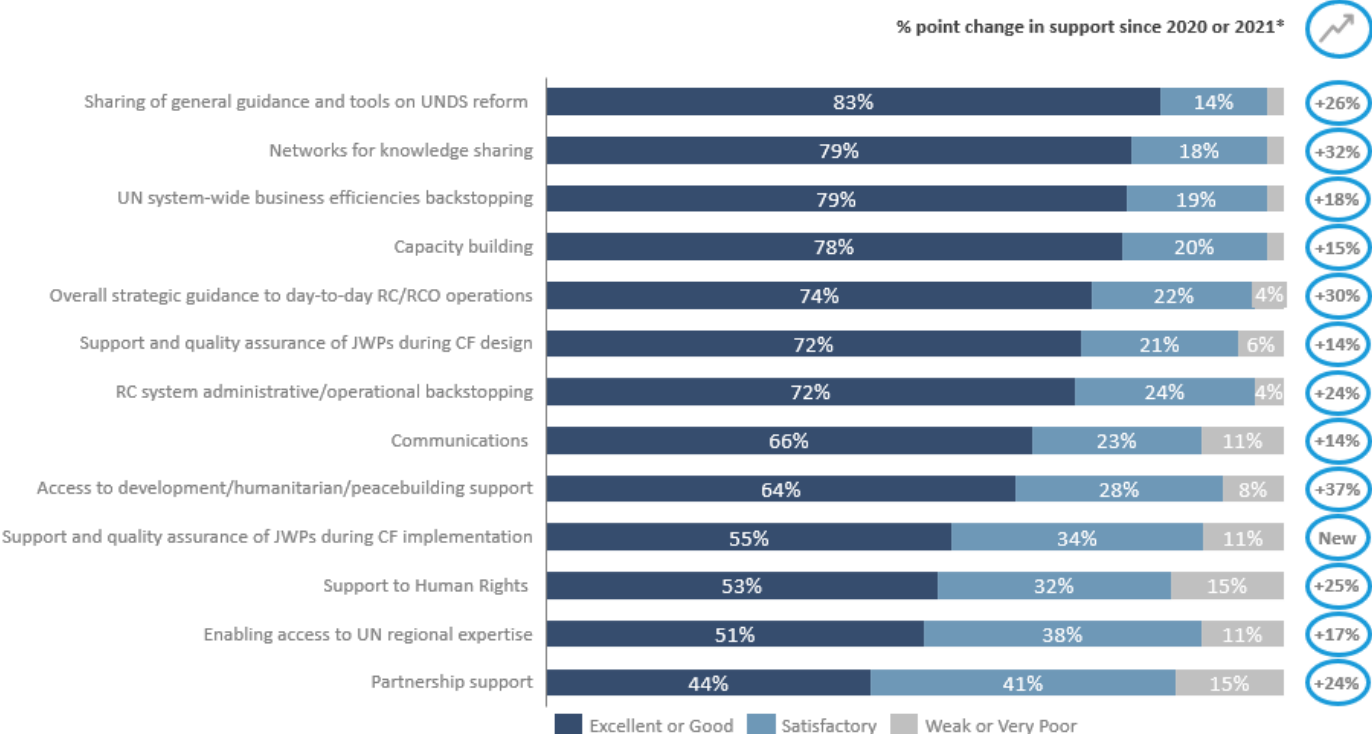
## *B. Strengthened support from the regional level*

66. **DCO regional teams**, based in Amman, Bangkok, Istanbul, Panama and Addis Ababa (with suboffices in Dakar and Lusaka to ensure full coverage of the 54 African countries), **are outposted DCO headquarters capacities that are located in the same region as the countries within their remit**. Their decentralization has both operational and cost benefits – enabling savings of \$2 million per annum. Located in the same time zone as the Resident Coordinators they serve, DCO regional teams are first responders to wide-ranging demands from Resident Coordinators and UN country teams for strategic guidance tailored to the specific needs of each region.
67. **DCO regional teams provide dedicated day-to-day support for Resident Coordinators and their offices. They provide SDG policy and partnership support and capacity building, as well as platforms for peer networking**. For example, in **Africa**, in collaboration with the Office of the Special Coordinator for Development in the Sahel, DCO supported the vs in 20 countries with the design of 48 project proposals from UN country teams for the African Development Bank Prevention Envelope. In **Asia and the Pacific**, a partnership with the University of New South Wales enabled Resident Coordinators in Papua New Guinea, Timor-Leste, Fiji and Nepal to access expertise on areas such as migration, food-water-energy nexus, and disability inclusion.
68. **DCO in the regions facilitate knowledge sharing to support the development of Cooperation Frameworks**. DCO Regional Directors chair Regional Peer Support Groups (PSG), which ensure the provision of timely, relevant and coordinated technical support to Resident Coordinators and UN country teams embarking on the formulation of Cooperation Frameworks. This process enables the cross-fertilization of experience from different countries and integration of thematic and regional priorities. For example, **in Africa**, all Cooperation Frameworks designed between 2022 and 2023 have integrated at least four of the six key transitions identified as critical for SDG acceleration. In addition, the underpinning analytics in the Common Country Analyses are more focused on systems thinking, using foresight and scenario-based analyses, as in **Cabo Verde, Central African Republic, Guinea-Bissau, Guinea and Madagascar**. DCO in **Latin America and the Caribbean** supported the development of the Caribbean Multi-country Sustainable Development Cooperation Framework, finding the synergies across common priorities and needs while addressing the specificities of individual country contexts, and connecting the sub-region to expertise from entities without physical presence. In **Europe and Central Asia**, the work of the PSG led to the establishment of a UN Evaluation Network in the region to assess, learn and improve the quality of Cooperation Frameworks. In **Asia and the Pacific**, DCO facilitated the deployment of strategic planning experts to support Cooperation Framework processes, as by IOM to Philippines, UNICEF to the Independent State of Papua New Guinea, and UNFPA to Cambodia. This ensured the full complement of UN expertise, including from non-resident entities, was available to UN country teams and national Governments.
69. **DCO regional teams support improved regional coordination through the Regional Collaborative Platforms (RCPs), led by the UNSDG Chair**. As DCO is a member of the RCP tripartite secretariat, DCO regional teams strengthen the link between the country and the regional level, broker access to system-wide expertise for Resident Coordinators and UN country teams and enable coherent UN engagement at the country and regional levels to advance sustainable development. In **Africa**, this has helped leverage regional expertise for the SDGs, for example deploying expertise from a regional “Issue Based Coalition” to advise the

Governments of **Mozambique and São Tomé and Príncipe** on carbon markets and carbon credits swaps, introducing innovative mechanisms to climate financing in the countries.

Figure XVIII

**RCO ratings of support provided by DCO regional teams**



\* Refers to oldest available baseline (2020 or 2021) and respondents selecting "Excellent" or "Good" rating in 2023 compared to the most positive category of choice before (i.e. "Good" – the categories included before being "Good", "Adequate", "Inadequate", and "No support"). Source: UNINFO IMS survey, 2023

**C. Strengthened development coordination at global level**

70. **DCO in New York has overall accountability for the effectiveness of the cadre of Resident Coordinators and their offices servicing 162 countries and territories.** It ensures management and oversight, providing corporate direction and support, facilitating links with global expertise and capacities, and ensuring that global priorities are translated into action on the ground. In 2023, the DCO NY team comprised of only 71 staff – due to 16 frozen posts because of lack of funding – providing support to 130 Resident Coordinators and some 1,150 Resident Coordinatorsystem staff.

71. **As the secretariat to the UNSDG, DCO supports the UNSDG Chair and Principals as they provide strategic direction to the development teams across the world,** including guidance to Resident Coordinators and UN country teams on policy and programme support for SDG acceleration. I want to acknowledge the critical leadership of the UNSDG Vice-Chair, UNDP Administrator Achim Steiner, in helping to steer the UNSDG in 2023. I am also grateful to all Principals for their direct leadership and guidance of respective teams in countries to ensure cohesive support to the implementation of the SDGs. This has resulted in progress across a myriad of work streams, including defining strategic priorities and areas requiring collective attention, such as enhanced UNSDG standards for Cooperation Frameworks and their associated analyses and implementation plans and the rejuvenation of the Joint Steering Committee to Advance Humanitarian and Development Collaboration. With substantive and operational support across the UNSDG, sustainable development is now at the heart of the work of the UN. From key transitions and high impact

initiatives to the SDG Stimulus and support for reform of the international financial architecture, to food system transformation and climate action, the UNSDG demonstrated in 2023 a sense of possibility and action, unifying the UN development system and giving greater prominence to the transformative entry points for the achievement of the SDGs. In addition, with the support of UNCTAD, FAO, SE4ALL, DESA and UNDP, the Global Crisis Response Group pivoted into a second phase. The UNSDG also identified remaining gaps and where continued work is needed, from a decisive shift from isolated projects to integrated advice on policy and regulatory frameworks; from UN-focused to national-level initiatives; and strategic partnerships across public and private sectors, to unlock substantial financing for the SDGs. DCO has supported the UNSDG Chair, the Vice-Chair and Principals in providing strategic direction toward achievement of the 2030 Agenda.

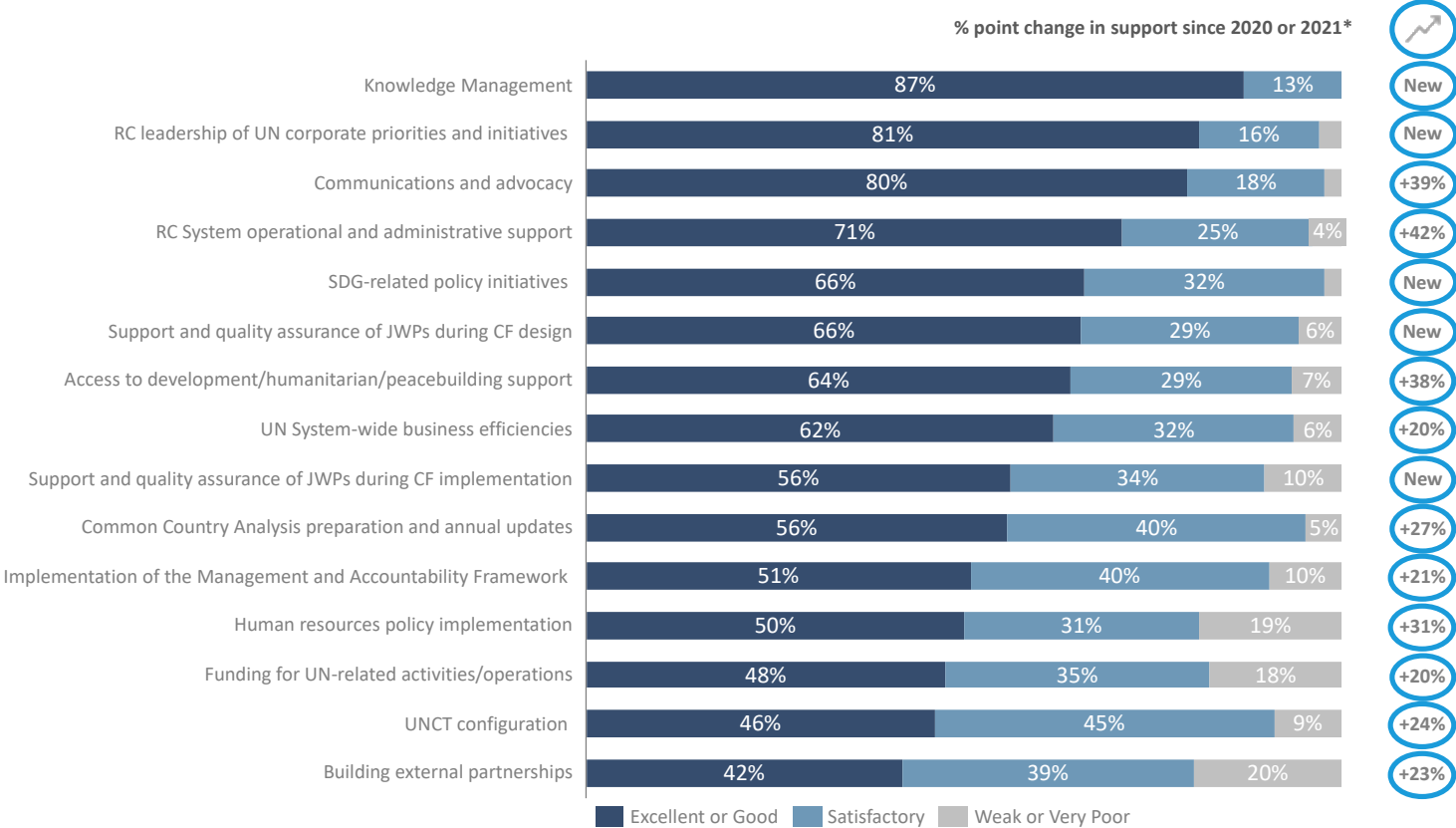
72. A key focus in 2023 has been to **support Resident Coordinators to translate intergovernmental outcomes and UN system-wide strategies into action on the ground**. Over the course of 2023, this included developing key analytical and programming tools. In this regard, learning opportunities have also been made available for Resident Coordinators and UN country teams on a wide range of topics – from specific aspects of SDG acceleration to UN-IFI collaboration and SDG financing, as well as crisis communication, use of AI and results reporting techniques to increase transparency and accountability for results to national Governments. DCO also provided advice and support to Resident Coordinators and Resident Coordinator offices in their efforts to broker partnerships with civil society, IFIs, the private sector, and academic institutions in support of SDG acceleration, working closely with all relevant UN entities. In addition to supporting Resident Coordinators in their work against sexual exploitation and abuse and for gender equality and women’s empowerment, occupational health and safety measures, DCO also participates in the UN Network on Racial Discrimination and the Protection of Minorities, facilitating communication with Resident Coordinators and UN country teams including awareness raising, guidance and capacity building initiatives and communities of practice to strengthen coherent inter-agency UN programming on racial discrimination.
73. DCO established two new **communities of practice** in 2023 for Resident Coordinators and Resident Coordinator office staff working in **SIDS and LLDCs** to foster knowledge exchange and facilitate peer-learning on how best to support national Governments. In view of a number of peacekeeping and political missions’ drawdown, a new community of practice was also set up by DCO in 2023 to connect Resident Coordinator office practitioners across regions, prepare for the **transfer of mission responsibilities to UN country teams**. These included discussions on being ready to take on new responsibilities while ensuring smooth changeovers and continuity of work in country. In addition, the successful 2022 Resident Coordinator system **buddying programme** piloted with the Data Management and Results Reporting Officers in Resident Coordinator offices was scaled up for Partnerships Officers, Economists, and Communications Officers in 2023, matching new staff with experienced colleagues for peer-learning.
74. **DCO also stepped in when Resident Coordinator office capacities were insufficient**. For example, given financial constraints hampering communications efforts by the Resident Coordinators, DCO took on full-time remote communications support for **Haiti** and provided crisis communications support in other complex settings. In **Mali**, DCO worked with the Resident Coordinator office on a tailored communications strategy preparing for MINUSMA’s withdrawal, ahead of the deployment of a DGC staff to support the UN country team during a key transitional period. With DCO support, DGC also deployed a staff member to the Resident Coordinator office in **Burkina Faso** to support the UN country team in a sensitive moment. Also, the communications team in NY took on management of 8 UN country team websites due to the hiring freeze of Communications Officers in these settings.
75. **DCO took on new responsibilities to strengthen links between UN country teams and key global pooled funds, leveraging the leadership of Resident Coordinators. In 2023, DCO assumed leadership of the Joint SDG Fund Operational Steering Committee, following the comprehensive [system-wide evaluation](#)**

that recommended stronger and more systematic linkages with the Resident Coordinator system. In 2024, DCO will begin hosting the secretariat of the Spotlight Initiative and will join the Spotlight Initiative Advisory Board, marking the beginning of a new phase for the Initiative. This transition acknowledges the key leadership role of Resident Coordinators in channeling Spotlight resources in country, and the multiplier potential of the Initiative across all SDGs, and therefore, as a central part of the UN country team support to SDG acceleration.

76. The results detailed in the report have been delivered in the aggregate. However, there are still more hurdles faced by the Resident Coordinator system that require attention from Member States and the UN development system. As set out in the Resident Coordinator system’s Results Framework and relevant reports and evaluations by OIOS and others, some of these challenges can be addressed globally through improved guidance and close alignment to the Cooperation Frameworks, but others require support by member states, including reviewing funding arrangements with the UN system to ensure they are complementary to broader reform efforts – such as greater use of pooled funds instead of tightly earmarked project funding. Resolving the chronic funding shortfall for the Resident Coordinator system, the revised Funding Compact and the new QCPR cycle (2025-2028) all present unique opportunities to address these longstanding concerns.

Figure XIX

RCO ratings of support provided by the DCO team in New York

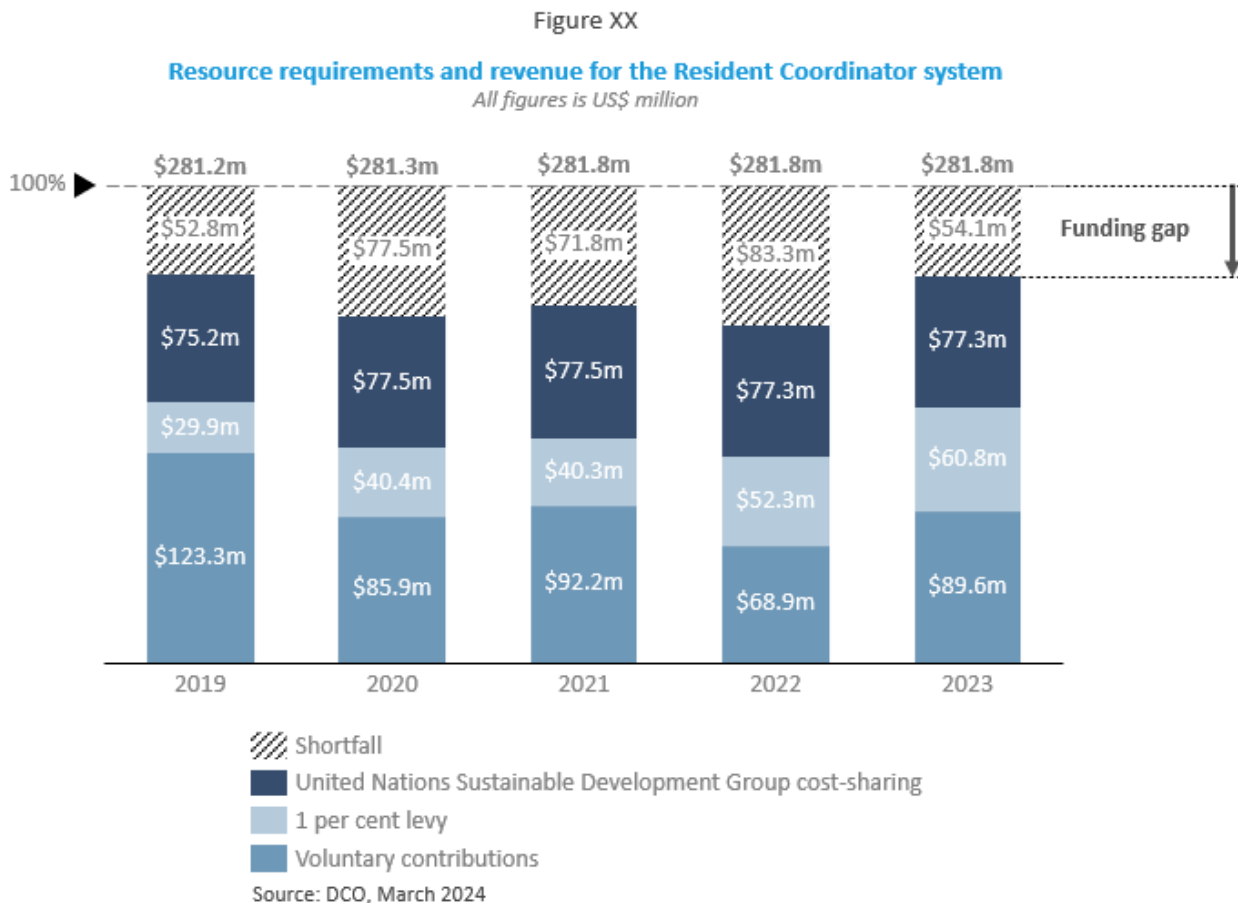


\* Refers to oldest available baseline (2020 or 2021) and respondents selecting “Excellent” or “Good” rating in 2023 compared to the most positive category of choice before (i.e. “Good” – the categories included before being “Good”, “Adequate”, “Inadequate”, and “No support”). Source: UNINFO IMS survey, 2023



### VIII. Funding of the Resident Coordinator system

77. **Against the backdrop of the drastic funding gap in 2022 of \$85 million in voluntary contributions (against the target of \$154 million), DCO supported the Secretary-General and the Deputy Secretary-General and UNSDG Chair as they ramped up resource mobilization efforts in 2023.** This included targeted efforts in New York and in the capitals of donor Governments to highlight the need for full funding to ensure business continuity of operations and support to countries at the scale needed to achieve the SDGs. As part of this effort, DCO provided substantive and organizational support to analytical and awareness-raising engagement with Member States to ensure a deeper understanding of the Resident Coordinator system value addition and the risks posed by funding shortages.
78. **Several donors increased their contributions for 2023 and a few advanced the disbursement of their contributions,** initiating early transfers, amounting to approximately \$90 million at the end of the year. In total, 29 countries made voluntary commitments in 2023 up from 27 countries in 2022, including four members from the Group of 77 plus China. This includes Kenya, becoming the 46th donor to the Special Purpose Trust Fund (SPTF) overall. Nine multi-annual agreements ran through 2023, with two concluding at the end of the year and seven continuing into 2024.
79. **However, total funding for the SPTF reached only \$227 million at the end of 2023, much lower than the budgeted \$281 million that enables a fully resourced Resident Coordinator system to operate.** The vast majority of the funding accrued stemmed from the UNSDG cost-sharing arrangement and the 1% levy on tightly earmarked resources (see figure). The UNSDG cost-sharing provided the expected total of \$77.3 million. Revenues from the 1% coordination levy reached \$60 million in 2023.



80. **DCO had to continue enacting cost-control measures in 2023, seeking to minimize the impact on field operations and core staffing capacity.** These measures included temporary freezing of select vacancies; reductions in provisional consultancies and short-term thematic contracting of capacities; cutbacks in DCO regional teams' support to offices; and down-sizing of the country-level Coordination Fund, which is vital for convening and spearheading UN country team and partner initiatives on the ground. These measures have continued into 2024, including the reduction of calls for the Resident Coordinator pool in 2024. In several offices, the Communication Officers and Data Management and Results Reporting Officers have been frozen due to the funding shortfall in the Resident Coordinator system. The knock-on effect of these freezes has impacted longer term results and partnerships, for example in **Sri Lanka**, the lack of a Communications Officer has hampered the ability to promote and engage key development partners and civil society in the new Cooperation Framework 2023-2027.
81. **Such gaps have a dire effect for triple-hatted Resident Coordinators who lead UN operations when UN peacekeeping and political missions close,** as in Mali, DRC and Sudan. The call to scale up UN country team programming is nearly infeasible, given that previous resources from the mission budgets are no longer available and coordination capacities are even more limited due to the Resident Coordinator system funding gaps. For example, the Economist's post in the **DRC** Resident Coordinator office and the Partnerships Officer's post in **Mali** were frozen; core Resident Coordinator office positions also had to be kept vacant in settings such as **South Sudan** and **Somalia** for prolonged periods. Such vacancies, especially when occurring at pivotal points in a transition setting, can have longer term, unquantifiable impact unquantifiable impact as the cost of opportunities lost is difficult to calculate in every context.
82. **The Resident Coordinator system remains on a fragile footing and requires financial stability to continue to respond to the expectations by Member States to help bring scale and speed in the race to 2030.** The investment for improved, impactful and accountable UN development system support amounts to about 0.5% of the 2022 \$54.5 billion in operational activities for development. The Secretary-General's proposal to replace voluntary contributions with assessed funding from the regular budget, presented in his report A/78/753 and currently under Member States' consideration, is less than 0.3% of that total. Ensuring adequate, predictable and sustainable funding remains essential to secure once and for all a Resident Coordinator system fit and capable to support Member States in their ambitions to achieve sustainable development.

## **IX. Conclusion**

83. Five years into the reform of the Resident Coordinator system, the return on investment is clear. The system has enabled a more cohesive, effective, efficient, and accountable UNDS response at a scale commensurate to the integrated and ambitious nature of the 2030 Agenda; and that response of UN country teams, led by the Resident Coordinator, has been tailored to the needs of each country context. Resident Coordinators are brokering multistakeholder partnerships for enhanced UN country team support to Governments. They are unlocking SDG financing through local assets and global resources. They are effectively "first responders" in crises, with a focus on longer-term development and strengthening resilience from the outset of any emergency response.
84. While the Resident Coordinator system is performing well, within the financial and related operational constraints, it is not yet at the level to meet the scale of countries' needs to fill the gaps to achieve the 2030 Agenda. The Resident Coordinator system needs to be fully funded and fully equipped to expand and deepen partnership and build new coalitions for SDG action, to ensure alignment of entity planning documents with

Cooperation Frameworks, to secure full and consistent adherence of UN country teams to the MAF to ground and make integrated and transformative responses that bring the depth of the UN's expertise the norm, and to build on the successes and consolidate areas highlighted in this report where there is remaining work to do to meet Member State expectations. The Resident Coordinator system was designed to not just be itself efficient, but also to drive cost-efficiencies in UN operations across the UN development system— and it is delivering, working closely with all UN development system entities. Resident Coordinator system activities, funding, partners and results are now fully visible to all Member States as never before, in line with Member State calls for increased transparency and accountability.

85. As we face down the numerous challenges to achieving sustainable development for all in a world of cascading crises and rising conflict, stagnating investments in sustainable development and high and rising indebtedness of countries stifling countries ambitions and opportunities to meet global goals, 2024 will be decisive in securing full funding for the Resident Coordinator system. The Resident Coordinator system is the central lever to a coherent, integrated, efficient and effective UN development system. A fully funded, fit for purpose Resident Coordinator system is required to accompany Member States to take ambitious and accelerated action to achieve the sustainable development goals, as they committed through the SDG Political Declaration. With a fully funded Resident Coordinator system, the new QCPR cycle also presents an unmissable opportunity to set clear expectations for the UN development system, including the Resident Coordinator system, acknowledging the pivotal role it will play in ensuring the UN development system collectively steps up its support to countries to accelerate action on the SDGs in the final years before 2030.

## Annex I – Overview of resources of the Resident Coordinator system special purpose trust fund

### Overview of expenditures for 2023

The tables below provide information on the 2023 expenditures under the Special Purpose Trust Fund (SPTF) against the budgeted resources for the year. **By April 2024, \$227.7 million in funding<sup>11</sup> were recorded against the \$281.8 million budget for 2023.**

**In 2023, 63% (or \$177 million) of the \$281 million budget was allocated for post costs.** In terms of actual expenditure, \$123.9 million was incurred for the Resident Coordinators and Resident Coordinator office staff, who made up 91% of the Resident Coordinator system’s SPTF-funded posts in 2023. At country level, there was a total of **1,149 core posts, including 130 Resident Coordinators<sup>12</sup>**. At regional level, there was a total of **41 core posts in the DCO regional teams** for Africa, Arab States, Asia and the Pacific, Europe and Central Asia, and Latin America and the Caribbean. At global level, there were **83 core posts** in the New York-based DCO team (comprising Executive Direction and Management, Global Coordination, and Programme Support, as presented in Table 3).

**The remaining 37% of the budget in 2023 covered non-post costs.** This included operating expenses (12.3%), contractual services (9.7%), consultants (7.2%), other staff costs (1%), travel (4.1%), supplies (0.7%), hospitality (0.5%) furniture and equipment (1.6%). It should be noted that a combined 73% of the budget lines for consultants and contractual services was provisioned for allocations to the Coordination Fund<sup>13</sup>. While the Coordination Fund is established at a ceiling of \$35 million each year, due to funding shortfalls, only \$11.9 million was available for the Coordination Fund in 2023.

**Total expenditures in 2023 amounted to \$209.2 million (or 74%) against the approved budget** of \$281 million. due to the stringent application of cost containment measures to mitigate the funding shortfalls.

Table 1  
**Financial resources by component**  
(Thousands of United States dollars)

<i>Component</i>	<i>2023 budget</i>	<i>2023 expenditure</i>	<i>Variance</i>
A. Executive direction and management	4,092.7	3,802.70	<b>290.00</b>
B. Programme of work			
1. Global coordination	16,466.3	12,730.1	<b>3,736.2</b>
2. Regional coordination	10,388.5	9,239.20	<b>1,149.30</b>
3. Country coordination	239,723.8	171,551.5	<b>68,172.3</b>
<b>Subtotal, B</b>	<b>266,578.6</b>	193,520.80	<b>73,057.80</b>
C. Programme support	11,155.1	11,870.30	<b>(715.20)</b>
<b>Total</b>	<b>281,826.4</b>	209,193.90	<b>72,632.50</b>

<sup>11</sup> Including \$34.1 million yet to be received in cash, as of 4 March 2024

<sup>12</sup> 12 “triple hatted” positions. i.e. Resident Coordinators who are humanitarian coordinators as well as being deputy special representatives of the Secretary-General (DSRSG) or Deputy Special Coordinator (DSC) or Head of Liquidation Entity are included in various Peacekeeping and Special Political Missions’ staffing tables in 2023-2024. These positions are currently funded through a cost-sharing arrangement (50%) with political and peacekeeping missions, pursuant to General Assembly resolution 59/296.

<sup>13</sup> General Assembly res. 72/279, op 10. Based on Secretary-General’s report A/72/684-E/2018/7, para 81.

Table 2  
**Financial resources by object of expenditure**  
(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 budget</i>	<i>2023 expenditure</i>	<i>Variance</i>
Post	177,338.0	148,039.5	29,298.5
Non-post	104,488.4	61,154.4	43,334.0
<b>Total</b>	<b>281,826.4</b>	<b>209,193.9</b>	<b>72,632.50</b>

Table 3  
**Post resources by component for 2023**  
(Number of posts)

	<i>Professional and higher</i>								<i>General Service and related</i>		<i>National staff</i>		<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>National Professional Officer</i>		<i>Local level</i>
<b>A. Executive direction and management</b>	–	1	1	–	3	4	3	–	12	2	1	–	–	15
<b>B. Programme of work</b>														
1. Global coordination	–	–	–	2	10	18	13	–	43	–	3	–	–	46
2. Regional coordination	–	–	5	1	8	13	6	–	33	–	–	–	8	41
3. Country coordination	–	2	48	68	91	129	2	–	340	–	–	413	396	1149
Subtotal, B	–	2	53	71	109	160	21	–	416	–	3	413	404	1236
<b>C. Programme support</b>	–	–	–	1	3	8	3	–	15	6	1	–	–	22
<b>Total</b>	–	3	54	72	115	172	27	–	443	8	5	413	404	1273

## Estimated and proposed financial requirements for 2024

Under the SPTF, the Resident Coordinator system aims to collect a total of \$281 million: \$154 million from voluntary contributions, \$77.5 million from the cost-sharing arrangement and \$50 million from the 1% coordination levy.<sup>14</sup>

**The 2024 budget is maintained at the same level as 2023 of \$281 million. It includes, however, cost-neutral redeployment of resources** across budget classes, reflecting the adjustment of planning to actual requirements. These redeployments mainly reflect increases of \$9.1 million under general operating expenses to cover the increased costs of rental of premises, utilities and maintenance of facilities, \$2.5 million under consultants as a result of the planned development of Resident Coordinator leadership capacities and \$0.8 million under travel of staff. The increases are offset by decreases in other objects of expenditure, primarily under posts (\$8.3 million), reflecting the application of updated UN Secretariat standard costs for posts; other staff costs (\$1.6 million), resulting from the increased recruitment efforts and onboarding of staff; and furniture and equipment (\$1.5 million) and supplies and materials (\$0.6 million), owing mainly to the removal of non-recurrent costs relating to acquisitions made during 2023.

<sup>14</sup> The Secretary-General presented a proposal to the General Assembly in 2024 to convert the voluntary contributions to the regular budget. As this proposal is currently being considered by the General Assembly, this section has not been amended.

**The overall resource requirements for 2024 is expected to be maintained at the same level as in 2023.**

Table 4

**Financial resources by component**  
(Thousands of United States dollars)

<i>Component</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Changes</i>		<i>2025 estimate</i>
			<i>Total</i>	<i>Percentage</i>	
A. Executive direction and management	3,802.7	4,643.4	255.8	5.5%	4,899.2
B. Programme of work					
1. Global coordination	12,730.1	14,940.6	959.1	6.4%	15,899.7
2. Regional coordination	9,239.2	12,321.6	(1,033.2)	-8.4%	11,288.4
3. Country coordination	171,551.5	240,834.5	(992.4)	-0.4%	239,842.1
<b>Subtotal, B</b>	<b>193,520.8</b>	<b>268,096.7</b>	<b>(1,066.5)</b>	<b>-0.4%</b>	<b>267,030.2</b>
C. Programme support	11,870.3	9,086.3	810.7	8.9%	9,897.0
<b>Total</b>	<b>209,193.9</b>	<b>281,826.4</b>	<b>(0.0)</b>	<b>0.0%</b>	<b>281,826.4</b>

Table 5

**Financial resources by object of expenditure**  
(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2022 expenditure</i>	<i>2023 estimate</i>	<i>Changes</i>		<i>2024 estimate</i>
			<i>Total</i>	<i>Percentage</i>	
Post	148,039.5	169,033.2	130.0	7.7	169,163.20
Non-post	61,154.41	112,793.20	(130.0)	(11.5)	112,663.19
<b>Total</b>	<b>209,193.9</b>	<b>281,826.4</b>	<b>-</b>	<b>-</b>	<b>281,826.4</b>

## Locally Mobilized Resources

**In 2023, earmarked contributions received at country level** for activities financed by third parties for functions that go beyond the core focus of the SPTF, continued to be managed under the Locally Mobilized Resources (LMR) trust fund. Such additional support functions include Peace and Development Advisors, Human Rights Advisors, Electoral Officers, or country-level Pooled Fund managers. A budget of \$9.2 million was estimated for 2023, maintaining the same level as in 2022. The actual revenue for LMR recorded for 2023 was \$7.4 million, with an additional \$2.9 million in commitments received for future years. Accordingly, the Resident Coordinator system has planned for a similar level (\$8.4 million) of locally mobilized resources in 2024.

## 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)<sup>15</sup>. The strengthened focus on independent, impartial and empowered coordination<sup>16</sup> 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)

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<sup>15</sup> A/RES/72/279, OP 9.

<sup>16</sup> 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
<b>1.1.1 Diverse and effective RCs with profiles and skillsets tailored to the needs of countries</b>	% 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
<b>1.1.2 Effective RCO capacities in support of UN development system efforts and impact in country</b>	% of UNCTs that rate the support by the RCO as "very effective" or "somewhat effective"					
	• LDCs	86%	90%	88%	92%	DESA Gov Survey
	• LLDCs	77%	90%	88%	93%	
	• SIDS	70%	90%	86%	82%	
	• MICs	80%	90%	94%	92%	
% 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	
<b>1.1.3 Management and Accountability Framework implemented</b>	% 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) <sup>17</sup>	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% <sup>18</sup>	
<b>1.1.4 Effective DCO support services provided to the UN development system</b>	% 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>
<b>1.2.1 Visible and transparent system-wide results</b>	% of <a href="#">Cooperation Framework</a> Joint Workplans in UNINFO published on the UNSDG data portal	66% (2021)	90%	81%	82%	UNINFO
	% of annual <a href="#">UN Country Results Reports</a> 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
<b>1.2.2 Effective joint advocacy and communications</b>	% of UNCTs with communication strategy aligned to the Cooperation Framework	81% (2019)	85%	91%	89%	UNINFO IMS

<sup>17</sup> 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.

<sup>18</sup> 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 <a href="#">Common Country Analysis</a> 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 <sup>19</sup> in UNCTs addressing the following sectors/themes					UNINFO IMS
	a) Poverty reduction and basic services <sup>20</sup>	a) 65% (2020)	90%	49%	46%	
	b) Economic transformation and financing for development <sup>21</sup>	b) 16% (2020)	60%	23%	22%	
	c) Gender equality and women's empowerment	c) 44% (2020)	80%	42%	44%	
	d) Environmental sustainability <sup>22</sup> and disaster risk reduction	d) 17% (2021)	65%	13%	19%	
	e) Leaving no-one behind <sup>23</sup>	e) 17% (2021)	65%	40%	49%	
	f) Human rights <sup>24</sup>	f) 11% (2021)	40%	20%	17%	

<sup>19</sup> 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).

<sup>20</sup> Includes joint programmes for poverty eradication, zero hunger, good health and wellbeing, quality education, clean water and sanitation, and decent work.

<sup>21</sup> Includes joint programmes for development finance, economic policy support, industry, innovation and infrastructure, sustainable cities, and responsible consumption and production.

<sup>22</sup> Includes joint programmes for affordable and clean energy, climate action, life below water and life on land.

<sup>23</sup> Includes joint programmes for youth engagement, disability inclusion, indigenous people and other people in vulnerable situations.

<sup>24</sup> In line with A/RES/75/233, OP 28.

<b>2.1.3 Enhanced data-driven and innovative solutions</b>	% 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 <sup>25</sup> led to higher UNCT performance <sup>26</sup>	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>
<b>2.2.1 Strengthened partnerships for SDG implementation and financing at all levels</b>	% of UNCTs that have IFI members/observers: <ul style="list-style-type: none"> <li>World Bank</li> <li>IMF</li> </ul>	(2021) 44% 21%	60% 40%	45% 24%	71% 47%	UNINFO IMS
	% of UNCTs that have entered into a formal partnership <sup>28</sup> with the private sector	65% (2021)	80%	60%	36% <sup>27</sup>	UNINFO IMS
<b>2.2.2 Enhanced national SDG financing capacities</b>	% of UNCTs that provided support to Governments that requested the design and implementation of a national SDG financing strategy	79% (2021)	95%	97%	97% <sup>29</sup>	UNINFO IMS
	% of Cooperation Frameworks developed in the last year with a multi-year funding framework	18% (2020)	90%	32%	22%	UNINFO IMS
<b>2.2.3 Increased collective funding initiatives for UN integrated support to countries</b>	% 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% <sup>30</sup>	UNINFO IMS

<sup>25</sup> 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.

<sup>26</sup> Defined as higher effectiveness, efficiency and/or utility for beneficiaries.

<sup>27</sup> 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%.

<sup>28</sup> Defined by Memorandum of Understanding or similar agreements.

<sup>29</sup> 2022 data.

<sup>30</sup> 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>
<b>2.3.1 Strengthened synergies across development, humanitarian, and peacebuilding interventions</b>	% 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"> <li>- Joint needs analysis</li> <li>- Complementary and joined-up planning</li> </ul>	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>
<b>2.4.1 Joint dialogues with Governments to identify priorities and ensure effective UN response</b>	% 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
<b>2.4.2 Inclusive consultations and feedback loops with other development partners</b>	% of Cooperation Frameworks in the last year prepared in consultation with: <ol style="list-style-type: none"> <li>1. Parliamentarians</li> <li>2. Civil society</li> <li>3. Private sector</li> <li>4. Universities/Academia</li> <li>5. Development partners (bilateral and multilateral donors)</li> <li>6. Women and girls</li> <li>7. Youth</li> <li>8. Persons with disabilities</li> <li>9. Indigenous peoples</li> </ol>	<ol style="list-style-type: none"> <li>1. 53% 2020)</li> <li>2. 87% (2020)</li> <li>3. 77% (2020)</li> <li>4. 63% (2020)</li> <li>5. 67% (2020)</li> <li>6. 29% (2021)</li> <li>7. 46% (2021)</li> <li>8. 18% (2021)</li> <li>9. 14% (2021)</li> </ol>	<ol style="list-style-type: none"> <li>1. 60%</li> <li>2. 95%</li> <li>3. 90%</li> <li>4. 70%</li> <li>5. 90%</li> <li>6. 95%</li> <li>7. 80%</li> <li>8. 70%</li> <li>9. 20%</li> </ol>	<ol style="list-style-type: none"> <li>1. 22%</li> <li>2. 89%</li> <li>3. 68%</li> <li>4. 51%</li> <li>5. 89%</li> <li>6. 70%</li> <li>7. 70%</li> <li>8. 54%</li> <li>9. 19%</li> </ol>	<ol style="list-style-type: none"> <li>1. 29%</li> <li>2. 90%</li> <li>3. 63%</li> <li>4. 46%</li> <li>5. 86%</li> <li>6. 44%</li> <li>7. 70%</li> <li>8. 55%</li> <li>9. 19%</li> </ol>	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 <b>Strengthened resource mobilization to secure a sustainable funding base</b>	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 <b>Effective and results-based management of the <a href="#">Special Purpose Trust Fund (SPTF)</a> for the RC system</b>	% 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 <b>Accountable management planning and governance</b>	% 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 <b>Quality services provided to RCs and RCOs</b>	% 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 <b>Effective human resources management that meets the needs of the RC system</b>	% of regular recruitments completed within the target time frame (120-days)	70% (2021)	95%	62%	52%	DCO

3.2.3 <b>Strengthened enabling environment for the RC system</b>	# 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.*

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	2023 Results	Source
3.3.1 <b>Saved resources through system-wide efficiencies</b>	Cost-efficiencies accrued from system-wide and entity-specific reform initiatives (total)	\$90 million (2019)	\$310 million	\$405 million	\$553	DCO
3.3.2 <b>Business Operations Strategies (BOS)</b> implemented and monitored	% of UNCTs annually monitoring and updating BOS	60% (2020)	100%	95%	97%	DCO
3.3.3 Back-office functions consolidated into <b>Common Back-offices</b> 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 <b>Common Premises</b> , 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.*

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