UNITED NATIONS DEVELOPMENT COORDINATION OFFICE

Report of the Chair of the UNSDG on the Development Coordination Office

April 2022

UNDP Guatemala/Carolina Trutmann

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Summary

Despite a complex global context, the returns on investments in coordination are tangible. Programme countries, contributing countries and the UN development system at large acknowledge the value of reforms, with the pivotal role of the reinvigorated Resident Coordinator system leading a new generation of UN Country Teams.

Four years ago, Member States agreed on a comprehensive reform to unite the UN development system behind our collective commitment to advance the 2030 Agenda. Despite a complex global context, the returns on investments in coordination are tangible. Programme countries, contributing countries and the UN development system (UNDS) at large acknowledge the value of reforms, with the pivotal role of the reinvigorated Resident Coordinator (RC) system leading a new generation of United Nations Country Teams (UNCTs). The positive impact is also backed by the General Assembly's (GA) review of the RC system in 2021.

Under stronger and impartial leadership at all levels, the UN development system continued to respond to COVID-19 in 2021: 92% of host governments said RCs ensured a coherent UN response to the health, humanitarian and socio-economic impacts of the pandemic in 2021. A system-wide evaluation of the UN development system response to the pandemic indicated a clear linkage between the UN development system reform and programmatic coherence. Overall, 89% of host governments reported that RCs effectively led UNCTs' strategic support for national plans and priorities in 2021, compared to 79% at the time of the reform in 2019. For the first time, the United Nations Department of Economic and Social Affairs (DESA) also surveyed contributing countries: 81% reported that UN entities work more collaboratively together after the reform. Likewise, a first-time survey of UNCTs in 2021 revealed overall positive feedback on the effectiveness of Resident Coordinator Office (RCO) support, including strategic planning (90%), communications and advocacy (87%), data and results reporting (84%), partnerships and resource mobilization (71%) and analysis for economic transformation (66%).

This report provides an overview of both achievements and challenges of the Development Coordination Office (DCO) and the RC system, and complements the 2022 Secretary-General's Quadrennial Comprehensive Policy Review (QCPR) report. For the second year, the report includes a response to Member States' request through General Assembly resolution 72/279 for reporting on the system-wide contribution to the Sustainable Development Goals (SDGs), with an update on the collective COVID-19 socioeconomic response. Responding to the General Assembly resolution on the review of the RC system, and through consultations with Member States, this report presents a first-ever multi-annual RC system results framework, which will help track the impacts of the RC system, while bolstering transparency and accountability.

I. Introduction

Four years in, the reinvigorated RC system, fully staffed, operational and powered by a new generation of dynamic and diverse RCs, has proven its worth, ensuring timely, coherent and effective UN support, as developing countries continue to respond to the impacts of the pandemic amidst increased global volatility.

In 2018, Member States embarked on the most ambitious reform of the UN development system ever envisaged.

Resident Coordinators, under the leadership of the Secretary-General, were empowered to lead UN country teams (UNCTs) in their support of countries' sustainable development objectives, backed by a strengthened Development Coordination Office (DCO) in the Secretariat. In their review of the Resident Coordinator system in September 2021[1], Member States were unequivocal in their support for the results achieved through the reform. This is also the overwhelming feedback we received this year from the surveys of programme country governments, RCs, UN entities and, for the first time this year, UNCTs and contributing countries.

Four years in, the reinvigorated RC system, fully staffed, operational and powered by a new generation of dynamic and diverse RCs, has proven its worth, ensuring timely, coherent and effective UN support, as developing countries continue to respond to the impacts of the pandemic amidst increased global volatility.

In response to the RC system review, and in line with the QCPR, the RC system intensified efforts to strengthen RC leadership, deepen tools and platforms for integrated approaches, and provide greater clarity on results achieved. As of March of 2022, half of all RCs were first-timers, serving as conduits of new mindsets and new ways of working, imbued with the spirit of reform. The review and finalization of the Management and Accountability Framework (MAF) enabled a further anchoring of the dual reporting model, which is central to the effective functioning of the RC system.

FIGURE I: **RC LEADERSHIP OF UNCTs**
PROGRAMME COUNTRY GOVERNMENT RESPONSE TO:
THE RESIDENT COORDINATOR EFFECTIVELY LEADS THE UN COUNTRY TEAM'S STRATEGIC SUPPORT FOR NATIONAL PLANS AND PRIORITIES

2019 — 79% / 4% / 17%
2021 — 88% / 5% / 7%
2020 — 89% / 5% / 6%

● Agree
● Disagree
● Don't know
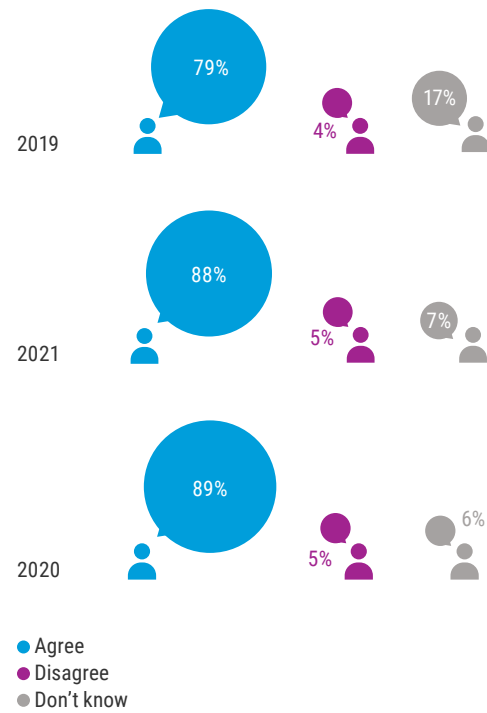
Source: DESA survey of programme country Governments, 2021

Throughout the COVID-19 pandemic, the RC system continued to serve as the first line of defense, guiding the UN development system's collective efforts and mobilizing a system-wide response that protected, supported and serviced populations and countries, with the support of its small teams. RCs facilitated UN support for equitable distribution of, and access to vaccines, while combating vaccine disinformation. DCO support to occupational health and safety measures enabled UN entities and partners to stay and deliver. **Enhanced coordination was also pivotal for swift crisis response, with the achievement of the SDGs as the North Star.** The RC system better harnessed the full expertise

1   A/RES/76/4

of the UNDS and other partners for sustainable development, including International Financial Institutions (IFIs), in Afghanistan, Burkina Faso, Democratic Republic of the Congo, Haiti and Mali. The RC and new national coordination officer in the Barbados-based UN multi-country office (MCO) bolstered the UNCT efforts for recovery ahead of the hurricane season, while helping to prevent the spread of COVID-19 after the volcano eruption in Saint Vincent and the Grenadines in 2021.

The response of the UNDS in countries has become more integrated and effective. New generation of Common Country Analyses (CCAs) and of UN Sustainable Development Cooperation Frameworks are pushing UNCTs towards strengthened joint planning and programming under RC leadership, going beyond sectoral approaches and drawing better on expertise from across the system to help countries address complex, interconnected SDG challenges. As of January 2022, 52%[2] of UNCTs had replaced the previous UN Development Assistance Frameworks (UNDAFs) with new Cooperation Frameworks that increasingly deliver coherent, collective programming, tailored to country settings and national priorities. All COVID-19 Socioeconomic Response Plans (SERPs) are to be folded into Cooperation Frameworks or UNDAFs as of 2022 through flexible joint work planning instruments for adaptive programme responses in changing development contexts. Ninety-six per cent of programme country Governments indicate that Cooperation Frameworks enable UN responses to be better aligned to national priorities and SDG advancement – an increase of 7 percentage points from 2019[3]. A new survey[4] found that UNCTs perceive better support and programmatic coherence from a full range of tools (see figure II).

2   UNSDG Information Management System (IMS), 2021
3   DESA survey of programme country Governments, 2021
4   DESA UNCT survey, 2021
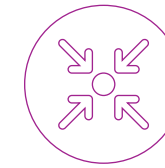
52% of UNCTs have new Cooperation Frameworks that increasingly deliver coherent, collective programming tailored to country settings and national priorities.

96% of Programme Country Governements indicate that Cooperation Frameworks enable UN responses to be better aligned to national priorities and SDG advancement

UNCTs also perceive better support and programmatic coherence from a full range of tools

FIGURE II: **TOOLS AND MEASURES THAT HAVE IMPROVED THE UNDS OFFER**
UN COUNTRY TEAM RESPONSE TO THE QUESTION:
TO WHAT EXTENT HAVE THE FOLLOWING MEASURES IMPROVED THE UNCT'S OFFER TO THE COUNTRY IN THE LAST YEAR?

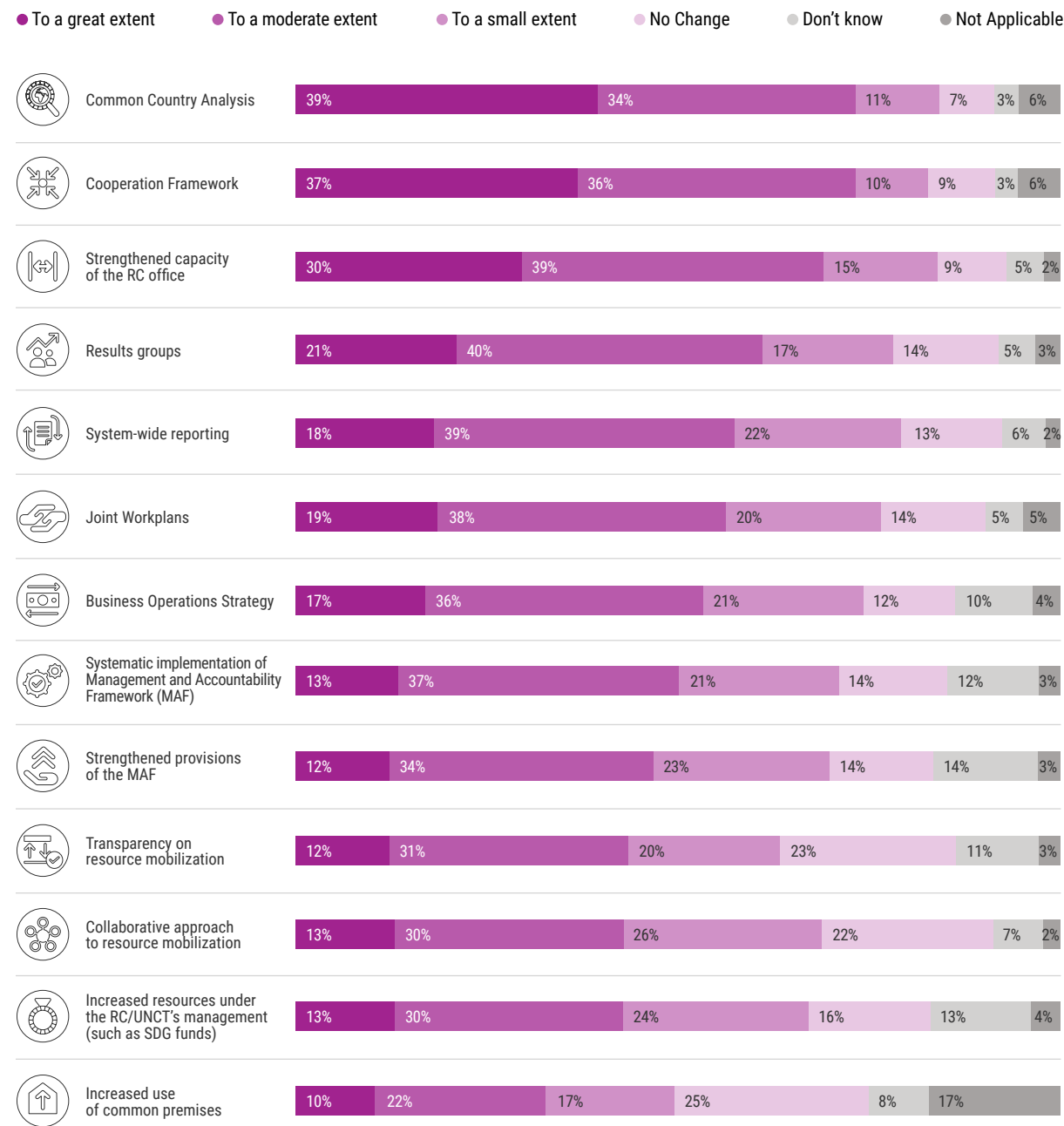|	To a great extent	To a moderate extent	To a small extent	No Change	Don't know	Not Applicable
Common Country Analysis	39%	34%	11%	7%	3%	6%
Cooperation Framework	37%	36%	10%	9%	3%	6%
Strengthened capacity of the RC office	30%	39%	15%	9%	5%	2%
Results groups	21%	40%	17%	14%	5%	3%
System-wide reporting	18%	39%	22%	13%	6%	2%
Joint Workplans	19%	38%	20%	14%	5%	5%
Business Operations Strategy	17%	36%	21%	12%	10%	4%
Systematic implementation of Management and Accountability Framework (MAF)	13%	37%	21%	14%	12%	3%
Strengthened provisions of the MAF	12%	34%	23%	14%	14%	3%
Transparency on resource mobilization	12%	31%	20%	23%	11%	3%
Collaborative approach to resource mobilization	13%	30%	26%	22%	7%	2%
Increased resources under the RC/UNCT's management (such as SDG funds)	13%	30%	24%	16%	13%	4%
Increased use of common premises	10%	22%	17%	25%	8%	17%

Source: DESA survey of UN Country Teams, 2021

UNDP Bangladesh

The RC system at all levels, including DCO and its teams in five regions, also supported countries in lifting their ambitions and commitments at 2021 global summits on critical SDG priorities. RCO analysis, RC convening and advocacy and DCO support to regional and cross-regional collaboration in the lead-up to and following COP26 contributed to partnerships and solutions for climate change and energy transitions. RCs in 148 countries supported national convenors of dialogues ahead of the UN Food Systems Summit, bringing together a range of stakeholders, from small-holder farmers, women, youth and indigenous peoples to academia and the private sector to inform, along with all relevant UN entities, 110 national pathways for sustainable food systems.

The RC system scaled up its commitment to full transparency and accountability, while advancing efficiencies. Virtually all (99%) UNCTs presented results reports to national Governments in 2021. 132 UNCT websites are available, covering more than 22 languages. In response to Member States' request in the review of the RC system, a multi-annual results framework for the RC system was developed for the first time, through consultations with Member States (see Annex 2). This report also includes, for the second year, annual reporting on system-wide contribution to the SDGs[5], including an update on results achieved through the UN COVID-19 response (see Annex 3).

The RC system continued to advance UNDS reform implementation, including by supporting a renewed regional architecture and strengthened MCOs, and advancing the efficiency agenda: in 2021, all Business Operations Strategies (BOS) were rolled out ahead of the Secretary-General's 31 December deadline.

I remain committed to ensuring that the RC system continues to attract and retain the best talent, effectively guides a new generation of UNCTs and fully supports the UNDS as a whole in responding to the ambition of the 2030 Agenda. Crucial to our success will be the RC system funding in full, as Member States committed in the RC system review resolution. I count on Member States leadership in that regard.

5 Mandated by A/RES/72/279

I take pride in the many colleagues who have been working with RCs and UNCT representatives under the continuing strenuous circumstances of 2021, to serve Governments and their people in their efforts to face immediate and long-term challenges for a more prosperous future for all.

II.
Leadership for sustainable development results:
RC system capabilities for the SDGs and the COVID-19 response

(i) RC system leadership to lift UNCT support for the SDGs

Resident Coordinators

Ensuring RCs are equipped with the necessary skills and knowledge to effectively exercise their empowered, and impartial strategic leadership role was a central request of the GA review of the RC system. In 2021, **DCO extended its investments to recruit, manage, train and retain the best talent, bringing experience from inside and outside the UN with a deeper understanding of managing complex, interlinked challenges in different contexts.** Ninety per cent of programme

country Governments agree that RCs have the right profile and skillsets to support their countries' development needs, compared to 88% in 2020

In 2021, incumbents were selected for 36 RC posts, including the first-ever RC in the new MCO for the North Pacific, and in three DSRSG/RC/HC positions in integrated mission settings. **Gender balance continued to improve and geographic balance remained stable:** as of March 2022, 53% of RCs were female (compared to 50% in 2019) and 50% come from programme countries (46% in 2019), representing 57 nationalities (same as in 2019)[6].

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6   For real time RC data: https://data. uninfo.org/Home/_LBRCStatistics

FIGURE III: RC PROFILES AND SKILLSETS
PROGRAMME COUNTRY GOVERNMENT RESPONSE TO THE STATEMENT:
THE RESIDENT COORDINATOR HAS THE RIGHT PROFILE AND SKILL-SETS TO SUPPORT YOUR COUNTRY'S DEVELOPMENT

88%   8%   4%   2020

90%   6%   4%   2021

● Agree ● Disagree ● Don't know
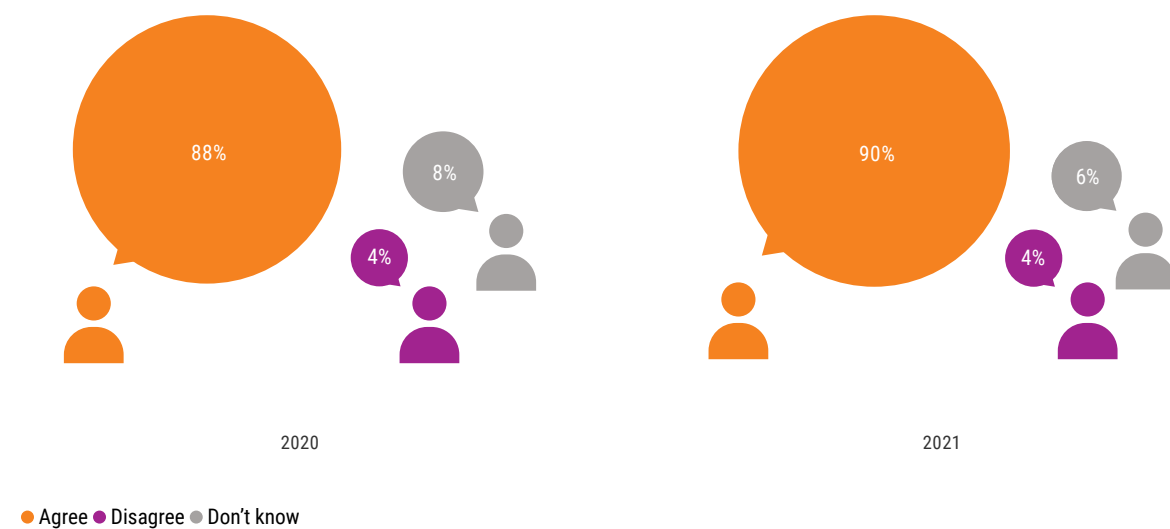
Source: DESA survey of programme country Governments, 2021

FIGURE IV: RC RECRUITMENT STATUS

GENDER
● Female
● Male

GEOGRAPHY
● Non-Programme
● Programme

LEVEL
● D1
● D2
● ASG

53% FEMALE   **47% MALE**

2022

50% NON-PROGRAMME

50% PROGRAMME

10% ASG
27% D2
63% D1

	March				March	
53%	2022	47%		50%	2022	50%
51%	2021	49%		50%	2021	50%
51%	2020	49%		50%	2020	50%
50%	2019	50%		46%	2019	54%
50%	2018	50%		41%	2018	59%
45%	2017	55%		41%	2017	59%
43%	2016	57%		42%	2016	58%
43%	2015	57%		44%	2015	56%
39%	2014	61%				

FUNCTION
● RC
● RC/HC
● DSRSG/RC/HC

9% DSRSG/RC/HC
13% RC/HC
78% RC

AGE
● <50
● 50-54
● 55-60
● >60

<50   50-54   55-60   >60

12%   31%   38%   19%

Source: Development Coordination Office, March 2022

Diversity in RCs' background and institutional origin continued to improve, with a boost in candidates from outside the UN system. Today, RCs come from 18 UN entities (compared to 16 in 2019) and nine are 'external' (compared to two in 2019).

DCO and OCHA jointly launched a new RC/HC Talent Pipeline to identify and prepare a broad and diverse range of high calibre RC and HC candidates. The first call for proposals admitted 98 candidates – from 50 nationalities, 28 UN entities, 34% from outside the UN, and 53% women. Pipeline members are being supported to develop the knowledge, competencies, and experience to effectively lead UNCTs. Only those who demonstrate readiness are sponsored to participate in the RC Assessment Centre—a prerequisite for RC pool entry and subsequent RC position application.

FIGURE V:
RCs BY UN AGENCY OF ORIGIN

● Apr-21
● Apr-22

Source: Development Coordination Office, April 2022

FIGURE VI:
JOURNEY TO RC/HC POSTING

Resident Coordinator/
Humanitarian Coordinator
Talent Pipeline → RC Assessment Center → RC Pool → RC Posting
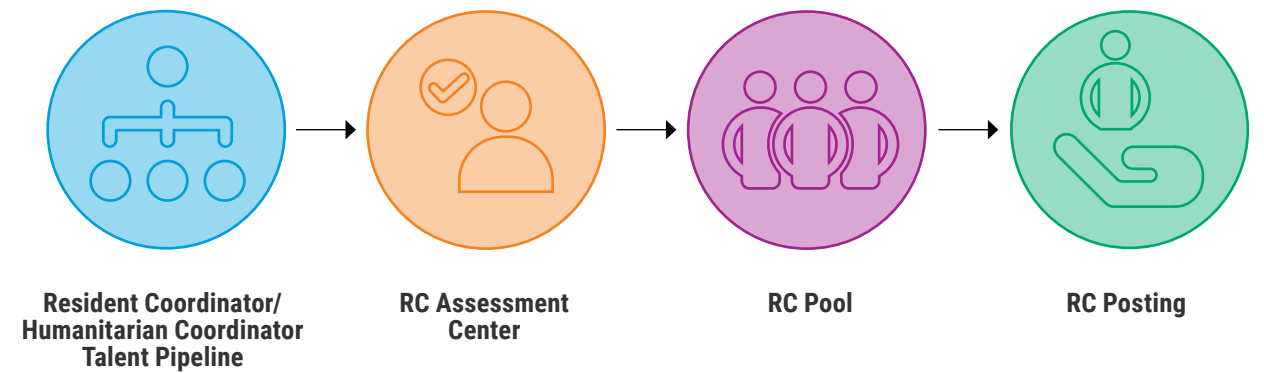
Continuous RC learning and leadership development remains a priority. In 2021, DCO provided opportunities for consistent mentoring, coaching and peer discussions for incoming RCs (29 in total in 2021) and policy and training support to all RCs, particularly on pandemic response, climate change, biodiversity and pollution, economic transformation, SDG financing, and cross-agency collaboration and partnership, including with IFIs.

Performance management was also further improved, with a new system to be rolled out in 2022 that is fully compliant with the dual reporting model at the core of the UNDS repositioning. RCs' appraisals by the Secretary-General benefit from feedback from several sources, including UNCT members and UNSDG regional directors and partners. RCs, in turn, are to appraise UNCT members for their contribution to joint results. The latter has however continued to prove challenging with only 13 UNSDG entities facilitating RCs' inputs to their respective performance appraisal processes[7], a requirement set out in the MAF.
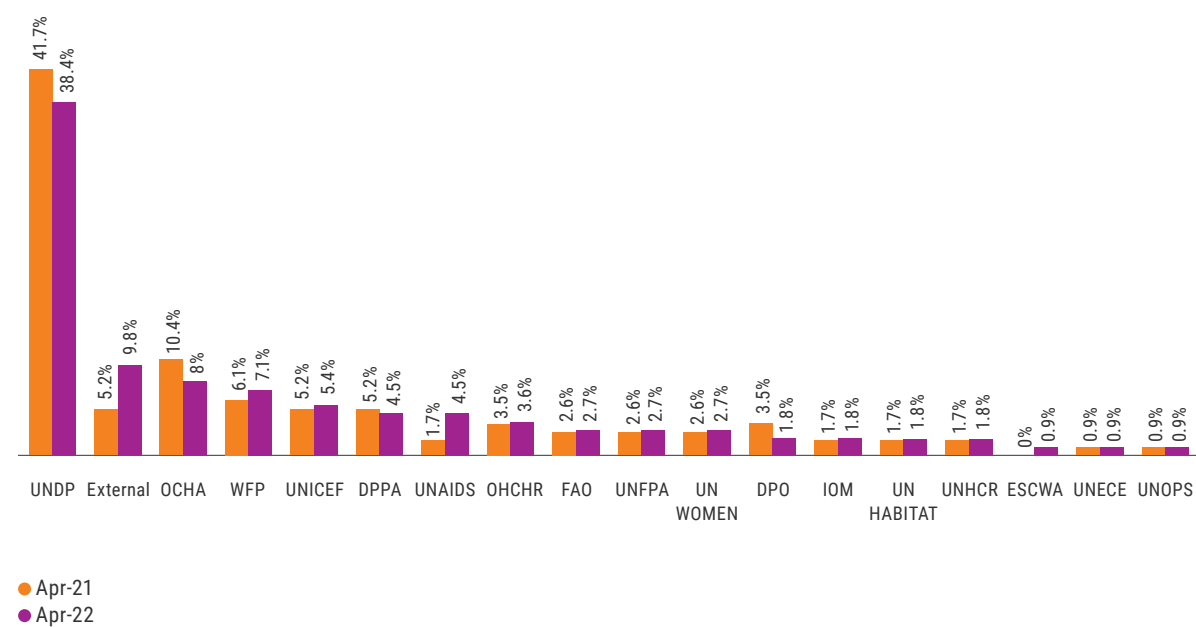
Finally, expanding career opportunities for RCs remains essential to attract and retain the best talent. In 2021, DCO continued to offer career guidance to RCs and began exploring new avenues to strengthen RCs' career paths within the UN system. Nevertheless, interagency mobility remains work in progress, due to challenges in aligning supportive processes across the UN system. Overcoming these challenges remains a priority. In reviewing the RC system, Member States requested UNDS entities to enhance the RC function as a career path for their staff.

As we continue to strengthen the RC cohort, aligned with the ambition of the 2030 Agenda, I **call on entity-specific governing boards to ensure full implementation of the MAF and promote RC inter-agency mobility,** which allows UN leadership to benefit from unique entities' expertise, with a system-wide outlook.

7 FAO, IFAD, ILO, IOM, UNDP (including UNV and UNCDF), UNEP, UNFPA, UN-Habitat, UNHCR, UNICEF, UNOPS, UN-Women, WFP. Source: DESA survey of UNDS entities' HQs, 2021
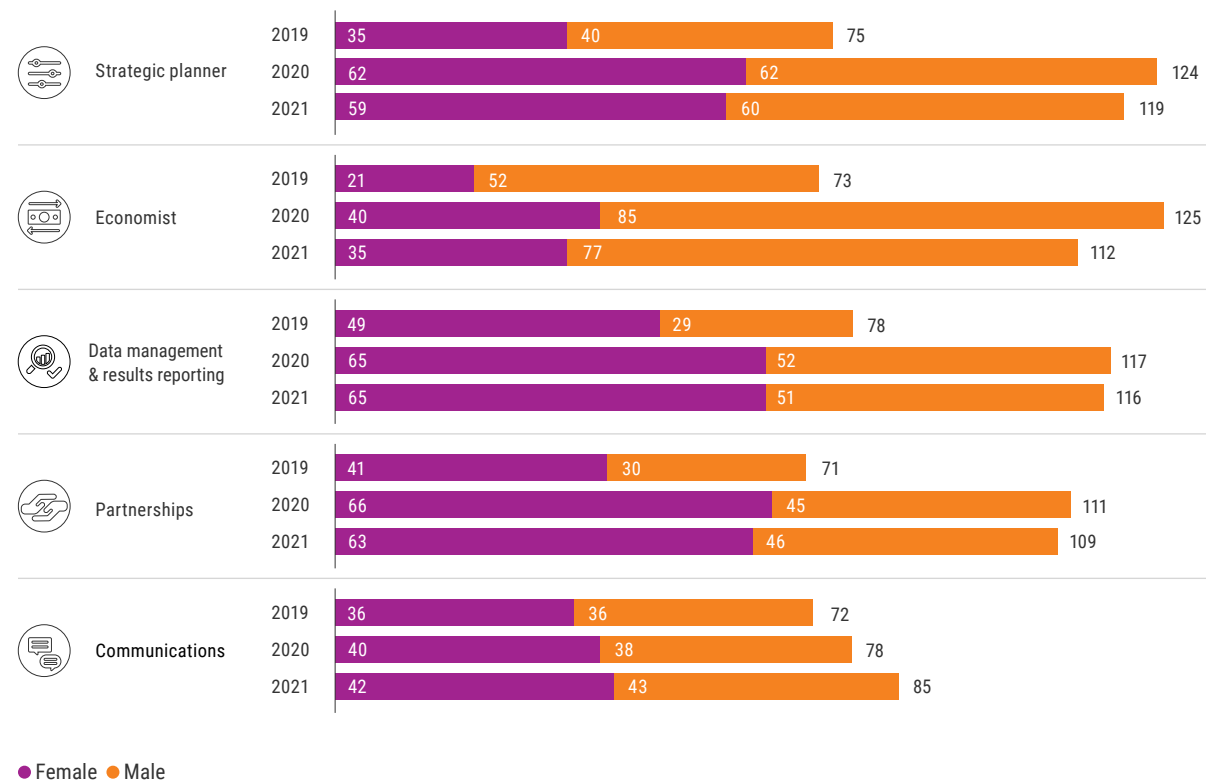
RC Offices

Fully capacitated RC Offices in all countries underpin the reinvigorated RC system. They are essential for RCs to effectively coordinate UNCTs and convene relevant stakeholders in support of the Cooperation Framework. As of April 2022, 193 international professional officers, 371 national officers and 122 executive associates were deployed in 131 RCOs and 147 duty stations. Forty-eight per cent of professional staff are female, and 49% are international professionals from programme countries. 102 RCOs have all five core professional positions in place and the remaining vacancies, mainly due to turnover, are currently being recruited. 132 new administrative assistant posts were approved in

2021[8], to replace operational support services previously provided by UNDP; 110 were filled by the end of March and full recruitment is expected by the end of May.

The Strategic Planners/Heads of Offices were instrumental in ensuring coherent programming and efficient functioning of UNCTs. They connected RC system resources with the UNCT to support CCAs and to design and implement Cooperation Frameworks; supervised tools and mechanisms for transparency and accountability; initiated and coordinated internal

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8   A/76/6(Sect.1)

FIGURE VII:
GROWTH IN STAFFING AND GENDER BALANCE ACROSS RCO PROFESSIONAL CORE FUNCTIONS

Function	Year	Female	Male	Total
Strategic planner	2019	35	40	75
	2020	62	62	124
	2021	59	60	119
Economist	2019	21	52	73
	2020	40	85	125
	2021	35	77	112
Data management & results reporting	2019	49	29	78
	2020	65	52	117
	2021	65	51	116
Partnerships	2019	41	30	71
	2020	66	45	111
	2021	63	46	109
Communications	2019	36	36	72
	2020	40	38	78
	2021	42	43	85

● Female ● Male

Source: Development Coordination Office, 2022

UNDP Indonesia/Fieni Aprilia

and external partnerships, as well as joint resource mobilization; and helped advance efficiencies, spearheading innovations and improving knowledge and capacities. In Saudi Arabia, the head of the RCO was critical in leading an SDG comparative analysis model informing the CCA and Cooperation Framework processes on human rights, gender, disability inclusion and youth.

RCO economists boosted policy capacities, including for CCAs and Cooperation Frameworks, strategically positioning the UN with Governments and other partners in key economic and financial policy fora. RCO economists in six countries neighboring Afghanistan led a joint analysis on cross-border impacts of the Afghan crisis on Central Asian economies. This strengthened analytical capacity was also crucial for RCs in SIDS to develop a Multidimensional Vulnerability Index (MVI), in collaboration with relevant UN entities, including DESA, OHRLLS and UNDP, and external partners

– a long overdue change in measuring the health of a country, which is now taken forward by a High-Level Panel appointed by the President of the General-Assembly.

Data Management and Results Reporting Officers enabled improved accountability and transparency around system-wide results. Over 111 Cooperation Framework joint workplans are now on UN-INFO. Nearly all (99%) of all UNCTs produced results reports. SDG data gaps are increasingly addressed. In Azerbaijan, for example, the RCO facilitated a Joint Taskforce on SDG Data between the UNCT and the State Statistics Committee to increase understanding and good practices.

Partnership Officers enabled RCs and UNCTs to strengthen multi-stakeholder relationships for the SDGs. In Nigeria about 600 partners were involved in the CCA process. In Paraguay, Mauritius, Sri Lanka, Thailand and United Arab Emirates, the UNCTs strengthened cooperation

with UN Global Compact Networks for private sector engagement. Partnership Officers also helped increase country-level SDG pooled funds and access to global pooled funds. The job description of Partnership Officers was reviewed following the RC system review, to deepen their focus on harnessing the power of partnership.

Communications and Advocacy Officers played a key role in raising visibility of UN work for the SDGs, encouraging UNCTs to speak with one voice, including through social media and UNCT websites. They bolstered national COVID-19 vaccination campaigns, combating misinformation and hate speech. In Costa Rica, a UNCT-university partnership

unveiled discrimination against women, Afro-descendants, Asians, migrants and other vulnerable groups, including on social media, contributing to the first National Plan to Combat Hate Speech in the region.

Informed by the feedback on the very good support provided by the new RCO core coordination capacities (see figure VIII), DCO will continue to work on improving the skillsets of the staff, through training and improved networking and peer exchange. This is especially important for the work of RCO economists, who will have to deliver more consistently to support the major lift required of UNCTs on economic recovery and transformation.

FIGURE VIII: RCO SUPPORT TO UNCTs
UNCT RESPONSE TO THE QUESTION:
IN THE PAST YEAR, HOW EFFECTIVE WAS THE SUPPORT FROM THE RCO TO THE UNCT?

STRATEGIC PLANNING
90% 3% 7%

COMMUNICATION AND ADVOCACY
87% 4% 9%

DATA MANAGEMENT AND RESULTS REPORTING
84% 7% 9%

PARTNERSHIPS AND RESOURCE MOBILIZATION
71% 9% 20%

ECONOMIC TRANSFORMATION
66% 20% 14%

● Effective
● Ineffective
● Don't know

Source: DESA survey of UN Country Teams, 2021

In some RCOs, additional advisory resources enabled a more effective programmatic response, adapted to country needs and priorities, in consultation with Governments. In some cases, RCO-hosted staff of UN entities offered a model for entities with limited physical presence to strengthen country-level advisory services. More than 70 RCOs count on joint UNDP-DPPA Peace and Development Advisors. New Peace and Development Advisors were deployed in DCO regional teams to support UNCTs. The Peace and Development Advisor for Europe and Central Asia, for example, worked with counterparts in Kyrgyzstan, Tajikistan and Uzbekistan to support the joint UN-World Bank-UK regional risk and resilience assessment for the Fergana valley and the Afghan border. RCs and UNCTs also benefited from Human Rights Advisers (HRAs) funded by the DCO-hosted multi-partner Human Rights Mainstreaming Fund and OHCHR, deployed in 54 countries (up from 43 in 2020). In Serbia, the HRA supported a dialogue between authorities and civil society, contributing to amendment of the Anti-Discrimination Law for gender equity, people with disability and other vulnerable groups. Twenty-one RCOs (up from 13 in 2020) can also now count on Gender Advisors supported by a variety of funding arrangements. In the absence of a UN Women in-country representative in Botswana, the Gender Advisor ensured gender mainstreaming across all UNCT planning processes, scoring "Exceeding Requirements" in the 2021 UNCT-SWAP scorecard.

DCO also supported RCOs in countries experiencing sudden crises through short-term surge capacity, including in Afghanistan, Burkina Faso, Central Africa Republic, Ethiopia, Haiti, and Sudan. DCO is systematizing this support to RCOs, including through partnerships with OCHA, DOS and others to ensure swift deployment of relevant expertise where it is needed most.

Ensuring that countries can count on high-quality RCO professional capacities remains critical. I take pride in the many colleagues who have been working with RCs and UNCT representatives under the continuing strenuous circumstances of 2021, to serve Governments and their people in their efforts to face immediate and long-term challenges for a more prosperous future for all.
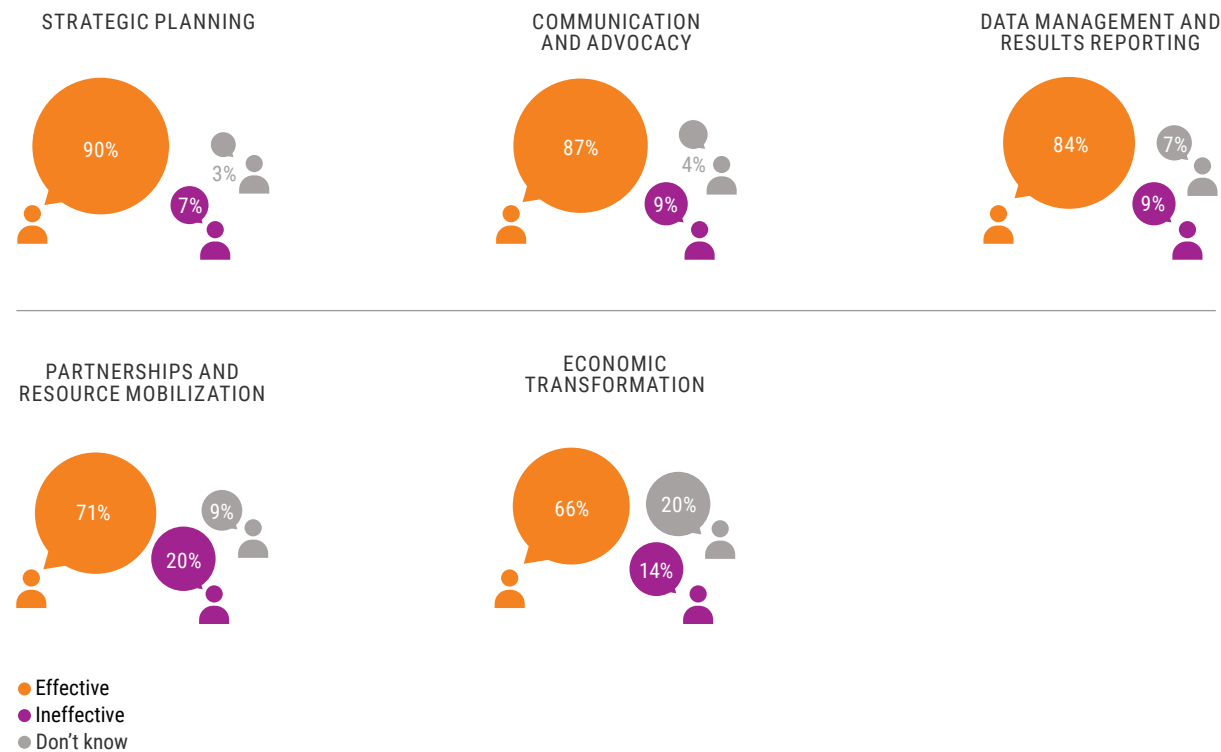
(ii) Coordination at regional level to support the RC System

DCO regional teams have been ensuring support as a first port of call to RCs and UNCTs in their day-to-day operations and providing continuous advice to inform the work of the RC system in countries. As of April 2022, 61% of DCO's regional teams were women, and 61% from programme countries.

As chairs of regional Peer Support Groups, DCO Regional Directors helped ensure high-quality interagency programming guidance to UNCTs, resulting in improved Common Country Analysis (CCAs) and more ambitious Cooperation Frameworks, increasingly anchored into regional perspectives in support of national needs. The DCO team in Latin America and the Caribbean, for example, supported the new multi-country Cooperation Framework for the Caribbean, while the Asia-Pacific team began supporting the process for the new UN Pacific Strategy - both complemented by individual country implementation plans. In Bosnia and Herzegovina, the Cooperation Framework is anchored in the peace framework for the Western Balkans, including regional actors, such as the OSCE. In Cameroon, the Cooperation Framework integrated key objectives of the UN Integrated Strategy for the Sahel, of the AU Regional Strategy for Stabilization, Recovery and Resilience of the Boko Haram-affected Areas of the Lake Chad Basin, and of cross-border programmes on forced displacement and regional emergency responses.

All regional DCO teams supported RCO capacity development for cross-border priorities: RCOs in Africa were trained to support operationalization of the African Continental Free Trade Area and UNECA's Integrated Planning and Reporting Toolkit to bolster national and regional performance for the 2030 Agenda and the Africa Agenda 2063. In Europe and Central Asia DCO's regional support on vertical funds led to an increase in successful UNCT submissions of cross-border proposals to the Migration Multi-Partner Trust Fund. DCO in Asia Pacific helped RCs in Fiji, Pakistan and Thailand build partner coalitions to tackle climate change, and DCO in Latin America and the Caribbean supported the induction of the seven new Country Coordination Officers in the Caribbean multi-country office settings across the whole range of their functions In the Arab States, a DCO-backed dialogue on social protection platforms with Member States led to a joint agreement for more equitable access to health and education services, lifting restrictions on school attendance (Jordan) and including migrant labourers in health coverage (Bahrain and Kuwait).

With the pandemic's persisting socioeconomic impacts, **DCO regional teams assisted the integration of responses into the overall UNCT development offer through Cooperation Frameworks.** The team in Latin America and the Caribbean ensured close coordination with UN entities, including dialogues with UNICEF and UNESCO on safe return to schools and with PAHO/WHO on COVID-19 vaccines roll-out, and co-convened with UNDP a third stocktaking exercise for sustainable recovery. In Africa, DCO supported 19 UNCTs to roll-out new Cooperation Frameworks, integrating COVID-19 SERPs for a better recovery and debt management. The DCO teams in Europe and Central Asia and in Asia-Pacific partnered with WHO to improve risk communication, community engagement, and social media listening, regularly disseminating key messages on the pandemic.

UNHCR/Kamrul Hasan

Regional DCO teams were instrumental in enabling UNCT cross-border and sub-regional collaboration, for example, integrating the governance, resilience and security pillars of the UN Integrated Strategy for the Sahel in 10 CCAs and Cooperation Frameworks. In Europe and Central Asia, regular DCO dialogue with the Special Representative of the Secretary-General for Central-Asia improved cross-pillar coordination and scenario development for the Kyrgyzstan-Tajikistan border conflict, resulting in anticipatory, risk-informed programming. In Latin America and the Caribbean, DCO enabled strong engagement of the RCs in Northern Central America and Mexico with the Comprehensive Development Plan for economic development, social welfare, environmental sustainability and migration management. It also supported Argentina, Bolivia and Paraguay RCs to conduct the first-ever joint multidimensional risk analysis in the Gran Chaco area, strengthening cross-border collaboration to mitigate climate change impacts in vulnerable populations.

DCO regional teams supported the advancement of the regional reforms, under the leadership of the Chair and Vice Chairs of the Regional Collaborative Platforms (RCPs). As a member of the Joint Secretariat of the RCPs alongside regional commissions and UNDP, DCO is helping to link regional expertise to UNCT needs. In Asia-Pacific, two-thirds of UNCTs benefited from the RCP Issue-Based Coalitions (IBCs) in 2021. DCO's engagement in Europe and Central Asia with the regional Climate and Environment IBC helped increase capacity to mainstream climate and environment priorities into country-level programming. In Latin America and the Caribbean, DCO engaged the Human Mobility IBC to support RCs on cross-border responses to movements of migrants and refugees. In the Arab States, the South-South platform of the South-South Cooperation Office was integrated into the ESCWA-managed RCP knowledge management platform, enabling a one-stop-shop for system-wide knowledge assets around the 2030 Agenda and the SDGs.

DCO regional teams also helped improve implementation of the efficiency agenda, providing direct backstopping support to RCOs in-country for universal roll-out of the Business Operation Strategies in all UNCTs.

RCs increasingly valued the support received from regional DCO teams (see figure IX).

FIGURE IX: **REGIONAL DCO SUPPORT TO RCOs**
RC RESPONSE TO:
FROM THE LIST BELOW, SELECT HOW ADEQUATE THE SUPPORT RECEIVED FROM <u>REGIONAL DCO</u> HAS BEEN ON:

Implementation of business operations	2020	Not available in 2020 IMS	
	2021	46% / 51% / 3%	126
Network for knowledge sharing	2020	50% / 47% / 2%	128
	2021	55% / 42% / 3%	130
Sharing of general guidance and tools on UNDS reform	2020	38% / 57% / 4%	130
	2021	42% / 55% / 2%	130
Support and quality assurance to strategic planning	2020	34% / 58% / 6%	120
	2021	47% / 48% / 4%	126
Capacity building	2020	23% / 64% / 10% / 3%	130
	2021	35% / 55% / 8%	130
Administrative/ operational support	2020	Not available in 2020 IMS	
	2021	34% / 53% / 12%	121
Implementation of synergies across development, humanitarian and peacebuilding interventions	2020	Not available in 2020 IMS	
	2021	27% / 55% / 9% / 9%	99
Enabling access to UN regional expertise	2020	Not available in 2020 IMS	
	2021	34% / 48% / 11% / 8%	128

● Good
● Adequate
● Inadequate
● No support or information has been received

Source: UNSDG Information Management System (IMS), 2021

UNDP Nigeria/Bridget Jangfa

(iii) Global support to the UNDS

DCO continued to strengthen management of the RC system globally, provide secretariat support to the UNSDG, and ensure implementation of the UNDS reform. As of April 2022, 60% of the DCO New York team were female and 43% from programme countries.

In 2021, DCO focused increasingly on identifying emerging innovations, and facilitating peer knowledge exchange across regions to strengthen support for the 2030 Agenda. This included a focus on SDG data, strategic foresight, country level resource mobilization, partnership strategies, country-level pooled funds and government-led donor coordination mechanisms. Practitioner networks managed by DCO in support of RCO functions are actively working. The DCO-managed "One UN Knowledge Exchange Network" served more than 7,000 members across the system, facilitating peer learning among country-based practitioners. DCO also established a new UNSDG Country Cooperation Framework Status Dashboard to improve knowledge sharing and country-level programming alignment.

DCO supported the UNSDG to deliver on global policy and operational priorities. Achievements in 2021 included refinement of a comprehensive MAF, improving guidance on joint programmes and results reporting, spearheading a new approach for measuring the UN system-wide contribution to the SDGs, supporting the advancement of the efficiency agenda, facilitating strengthened support form entities for small island developing States (SIDS) and all countries serviced by MCOs, supporting the renewed regional architecture, and tracking Funding Compact commitments and promoting their full implementation. DCO also mobilized UN development system's cross-sectoral support around relevant Secretary-General strategies and system-wide policies, including on climate change, biodiversity, food systems, SDG finance, education, disability, youth, indigenous peoples, and the comprehensive response to the COVID-19 pandemic.

In 2021, DCO helped lift UNSDG's support for the response and recovery from the pandemic and other crises. DCO continued to co-chair with UNDP the global inter-agency task team, including the World Bank and IMFs, to foster a collective socio-economic response to COVID-19. DCO's participation in the UN Transitions Project ensured RC linkages for improved understanding and planning in mission settings for effective support beyond mission withdrawal. Similar engagement with the Steering Group on Internal Displacement Solutions enabled effective follow-up to the Secretary-General's High-Level Panel on Internal Displacement, and helped anchor UN interventions in complex settings in the SDGs. In 2021, DCO also enabled peer exchanges for RC system personnel around effective cross-pillar collaboration, with hands-on support to RCs in Libya and Niger, including through a financial landscape analysis. In addition, DCO worked closely with DPPA and UNDP on building strategic foresight capabilities to support peace and prevention.

DCO engagement in inter-agency occupational health and safety fora ensured timely support, communications guidance and technical advice to RCs and UNCTs on COVID-19 transmission prevention and health emergencies preparedness for UN personnel and dependents, working closely with UN Division of Healthcare Management and Occupational Safety and Health and the UN Department of Management Strategy, Policy and Compliance. DCO also worked with the UN Department of Operational Support to set up the UN COVID-19 vaccination programme in early 2021. Over 400,000 doses were deployed in 70 countries, with more on the way.

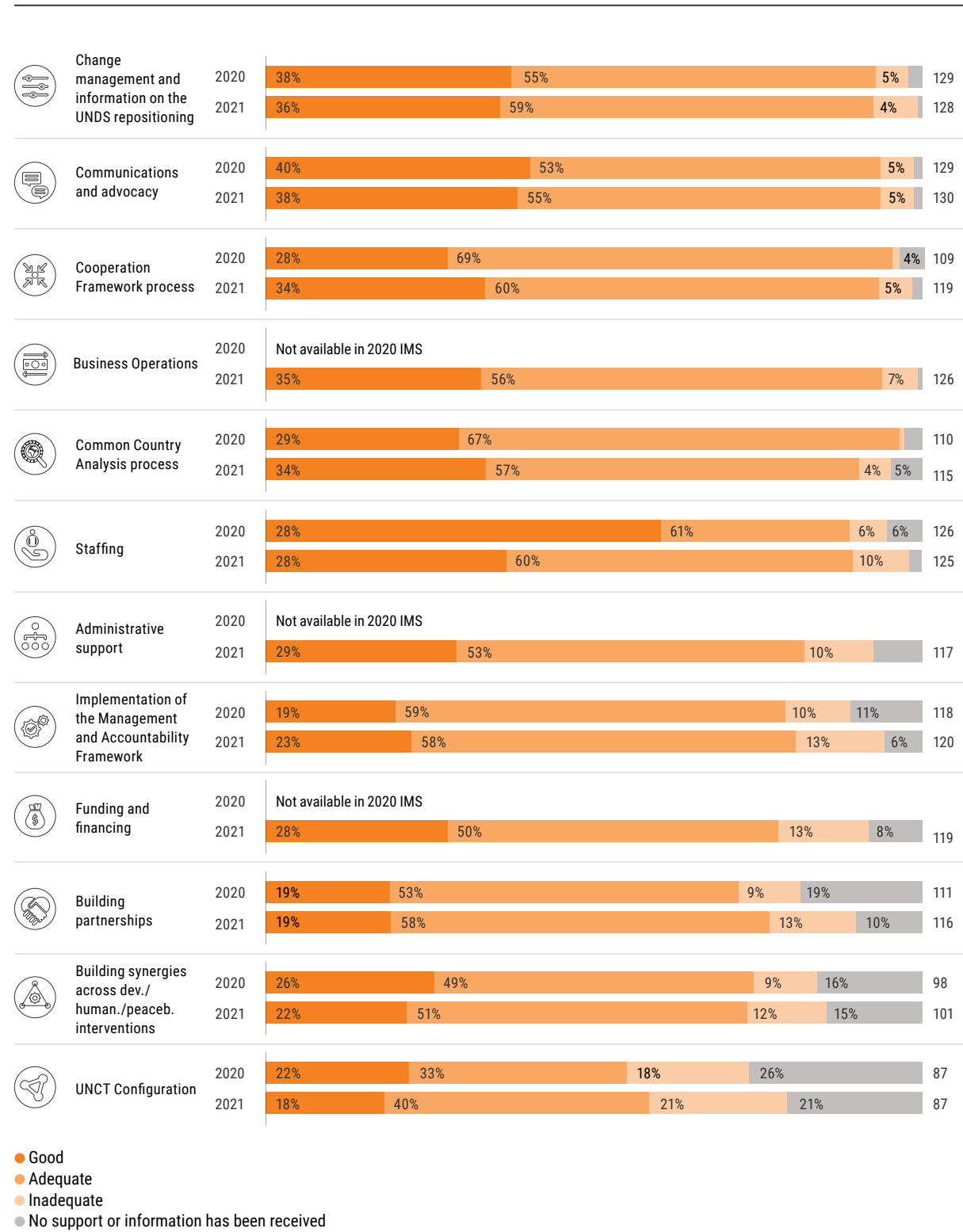**In 2021, RCs' feedback on DCO support remained positive and improved in overall ratings and in quality, rising to 'good' from 'adequate'. But feedback also indicates that more can be done in supporting synergies across development, humanitarian and peacebuilding actions, and UNCT reconfiguration exercises.** I will continue to monitor closely DCO performance to ensure full support for RCs' efforts.

UNDP PAPP/Abed Zagout

FIGURE X: **DCO SUPPORT TO RCOs**
RC RESPONSE TO:
FROM THE LIST BELOW, SELECT HOW ADEQUATE THE SUPPORT RECEIVED FROM DCO HQ (NEW YORK) HAS BEEN

		Good	Adequate	Inadequate	No support	N
Change management and information on the UNDS repositioning	2020	38%	55%	5%		129
	2021	36%	59%	4%		128
Communications and advocacy	2020	40%	53%	5%		129
	2021	38%	55%	5%		130
Cooperation Framework process	2020	28%	69%	4%		109
	2021	34%	60%	5%		119
Business Operations	2020	Not available in 2020 IMS				
	2021	35%	56%	7%		126
Common Country Analysis process	2020	29%	67%			110
	2021	34%	57%	4%	5%	115
Staffing	2020	28%	61%	6%	6%	126
	2021	28%	60%	10%		125
Administrative support	2020	Not available in 2020 IMS				
	2021	29%	53%	10%		117
Implementation of the Management and Accountability Framework	2020	19%	59%	10%	11%	118
	2021	23%	58%	13%	6%	120
Funding and financing	2020	Not available in 2020 IMS				
	2021	28%	50%	13%	8%	119
Building partnerships	2020	19%	53%	9%	19%	111
	2021	19%	58%	13%	10%	116
Building synergies across dev./ human./peaceb. interventions	2020	26%	49%	9%	16%	98
	2021	22%	51%	12%	15%	101
UNCT Configuration	2020	22%	33%	18%	26%	87
	2021	18%	40%	21%	21%	87

● Good
● Adequate
● Inadequate
● No support or information has been received

Source: UNSDG Information Management System (IMS), 2021

III.
Delivering system-wide results to support global economic recovery and rescue the SDGs

In partnership with Governments, Cooperation Frameworks have become the most important instrument to drive sustainable development.

(i) Responding to national needs and priorities in different and changing contexts

Two years into the pandemic, the comprehensive UNCT health, humanitarian and socioeconomic responses in countries continued to demonstrate the vital role of coordination, ensuring a focus on immediate needs while striving to protect hard-won development gains. 1.4 billion vaccine doses were delivered in 144 countries, with an additional 2.8 billion doses secured or received as donations[9]. Programme country Governments

9   COVID-19 vaccine market dashboard, UNICEF

reported that the UNCT COVID-19 response under RC leadership was comprehensive (74%), timely (76%) and effective (77%). The system-wide evaluation of the UNDS system response to COVID-19 underscored a clear linkage between UNDS reform and programmatic coherence, noting the effective way UN entities were able to quickly adapt, re-purpose and mobilize new funding and transform challenges into opportunities for cross-sectoral collaboration.
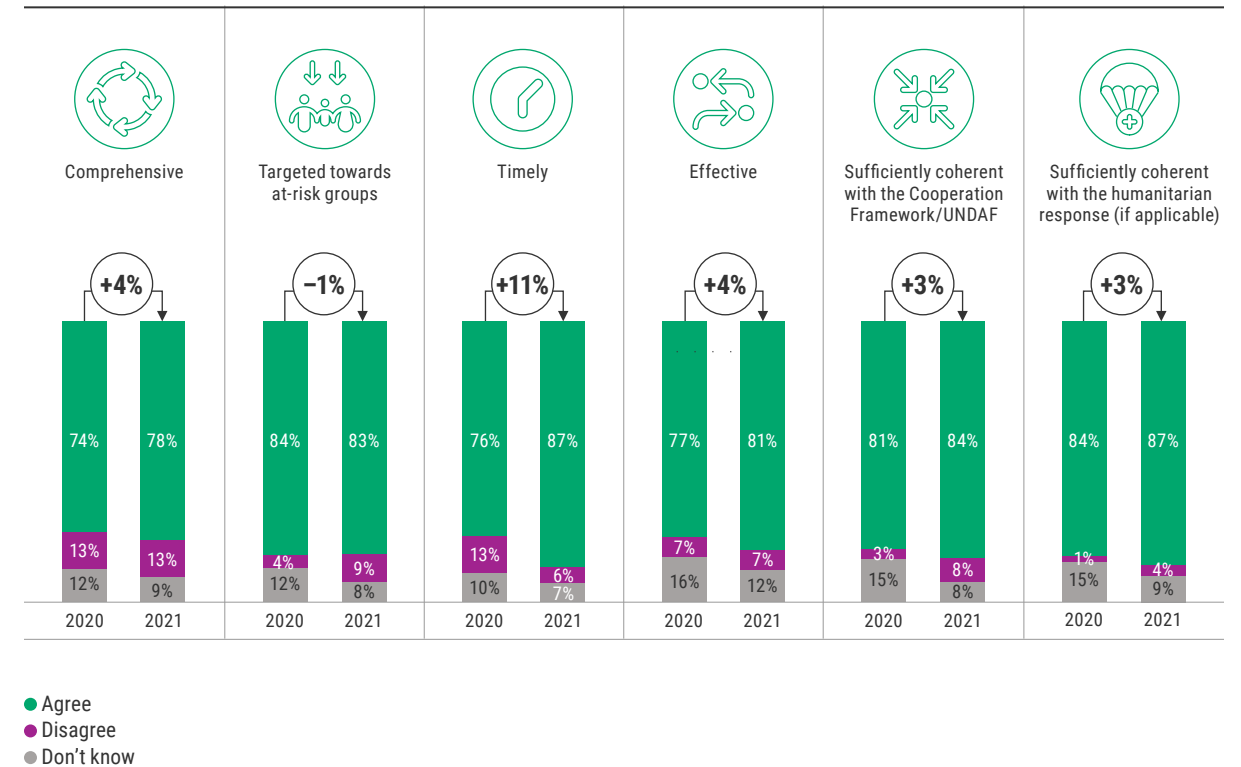
PROGRAMME COUNTRY GOVERNMENT RESPONSE TO THE STATEMENT:
THE RC HAS ENSURED A COHERENT UN RESPONSE TO THE COVID-19 PANDEMIC (ACROSS THE HEALTH, HUMANITARIAN AND SOCIO-ECONOMIC RESPONSES)

2020

92% 6% 2%

2021

92% 6% 2%

● Agree
● Disagree
● Don't know

Source: DESA survey of programme country Governments, 2021

FIGURE XII: **COVID-19 RESPONSE BY THE UN DEVELOPMENT SYSTEM**
PROGRAMME COUNTRY GOVERNMENT RESPONSE TO:
HAS THE COVID-19 SOCIO-ECONOMIC RESPONSE OF THE UN DEVELOPMENT SYSTEM BEEN:

	Comprehensive	Targeted towards at-risk groups	Timely	Effective	Sufficiently coherent with the Cooperation Framework/UNDAF	Sufficiently coherent with the humanitarian response (if applicable)
	+4%	−1%	+11%	+4%	+3%	+3%
2020	74% / 13% / 12%	84% / 4% / 12%	76% / 13% / 10%	77% / 7% / 16%	81% / 3% / 15%	84% / 1% / 15%
2021	78% / 13% / 9%	83% / 9% / 8%	87% / 6% / 7%	81% / 7% / 12%	84% / 8% / 8%	87% / 4% / 9%

● Agree
● Disagree
● Don't know

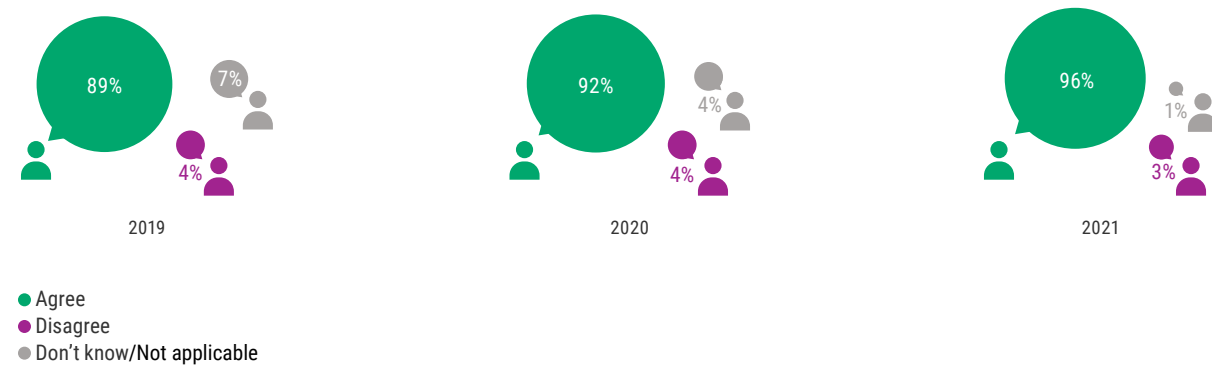Source: DESA survey of programme country Governments, 2021

Meanwhile, the RC system continued improving its support for more integrated and responsive UNCT programming, anchored in the Cooperation Frameworks. In 2021, 31 countries started their Cooperation Frameworks and by the end of the year, COVID-19 SERPs were fully incorporated in all 68 existing Cooperation Frameworks and remaining UNDAFs to ensure a recovery supportive of countries' SDG priorities. The number of joint workplans for collective implementation increased from 64 in 2020 to 111 in April 2022[10]. DCO also increased its capacity for Cooperation Framework evaluations, with 40 evaluations underway or nearing completion (18 in Africa, 2 in Arab States, 9 in Asia Pacific, 5 in Europe and Central Asia, 6 in Latin America and the Caribbean)[11]. Twenty-seven UNCTs will begin

their Cooperation Framework processes in 2022, and by the end of 2023 all countries will have a new generation of Cooperation Frameworks.

In partnership with Governments, Cooperation Frameworks have become the most important instrument to drive sustainable development and are strongly localized, with 90% of them developed with local authorities. Programme countries increasingly and overwhelmingly perceive Cooperation Frameworks to be effective and responsive to national needs and priorities (see figure XII).

10 UNINFO
11 IMS, 2021

OCHA/Naomi Frerotte

FIGURE XIII: **UNCT ALIGNMENT TO NATIONAL PRIORITIES THROUGH COOPERATION FRAMEWORKS**
PROGRAMME COUNTRY GOVERNMENT RESPONSE TO:
**THE COOPERATION FRAMEWORK/UNDAF HAS ENABLED THE GOVERNMENT TO ENSURE THAT THE UN ACTIVITIES
ARE EFFECTIVELY ADDRESSING/RESPONDING TO YOUR NATIONAL PRIORITIES, INCLUDING ON THE DELIVERY OF THE SDGs:**

2019 — 89% / 7% / 4%
2020 — 92% / 4% / 4%
2021 — 96% / 1% / 3%

● Agree
● Disagree
● Don't know/Not applicable

Source: DESA survey of programme country Governments, 2021

The UN's ability to undertake joint analyses also improved, particularly through CCAs and socio-economic impact assessments of COVID-19. Eighty per cent of UNCTs developed or updated their CCA. In Uganda, UNCT collaboration with DESA and UNECA for a joint socioeconomic impact analysis of COVID-19 informed the Government's response and recovery measures. In South Africa, the UNCT socioeconomic needs assessment and risk profiling led to Government grants for social relief, benefiting 10 million people so far.

The new CCAs and Cooperation Frameworks embody the spirit of partnership and have been developed consultatively, including with civil society (88% in CCAs and 90% in Cooperation Frameworks) and the private sector (57% and 69%, respectively),[12] among other stakeholders. In Nigeria, women, youth, rights groups, labour unions, climate activists, and people living with disabilities were involved in CCA development. In Kosovo, the UNCT mitigated critical data gaps in the CCA through consultations with focus groups, including representatives of civil society organizations and vulnerable groups.

> The UN's ability to undertake joint analyses improved, particularly through CCAs and socio-economic impact assessments of COVID-19.
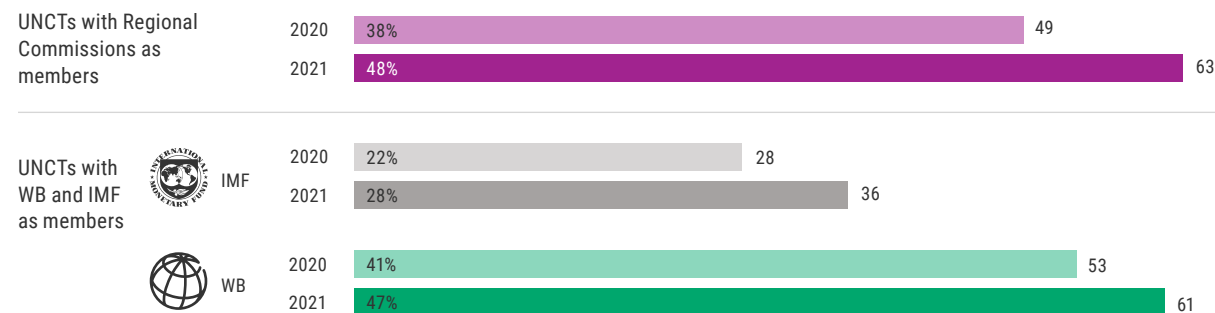
12 IMS, 2021

The quality of Cooperation Frameworks benefited from increased UNCT access to expertise from across the UN system. Entities such as ITU, UNEP, UNESCO, UN-Habitat, UNIDO, ILO, UNCTAD and UNDRR – with limited or no permanent presence in countries – contributed to Cooperation Frameworks. UNCTAD's expertise on tracking illicit financing flows benefited work in Angola, Benin, Burkina Faso, Egypt, Gabon, Ghana, Mozambique, Namibia, Nigeria, Senegal, South Africa and Zambia. UNCTAD also exceeded its 2021 target of participating in 10 CCAs and 6 Cooperation Frameworks by joining 18 and 14, respectively.[13] In Mozambique, UNIDO and UNCTAD contributed to a national development strategy to diversify the economy for sustainable livelihoods. In Thailand, UNICEF and UNESCO partnered with ITU more systematically to service millions of children impacted by school

closures, especially poorer communities. Regional commissions, the World Bank and IMF are increasingly joining UNCTs (see figure XIV) and signing Cooperation Frameworks[14]. The UNCT in Cote d'Ivoire drew on UNECA's expertise on economic transformation and on UNOWAS for enhanced collaboration across development, humanitarian and peacebuilding support.

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13 IMS, 2021
14 The World Bank has signed 10 - in Argentina, Cameroon, Guatemala, Iraq, Jordan, Kenya, Kuwait, Libya, Peru and South Africa. The IMF signed 2 - in Iraq and Kenya. Source: IMS, 2021

FIGURE XIV:
% OF UNCTs THAT HAVE IFIs AND/OR REGIONAL COMMISSIONS AS MEMBERS

UNCTs with Regional Commissions as members
2020: 38% — 49
2021: 48% — 63

UNCTs with WB and IMF as members
IMF 2020: 22% — 28
IMF 2021: 28% — 36
WB 2020: 41% — 53
WB 2021: 47% — 61

Source: UNSDG Information Management System (IMS), 2021

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14 IMS, 2021
15 DESA PCG survey, 2021.
16 E/AC.51/2022/2

FIGURE XV: **UNCT CAPACITIES AND SKILLS**
PROGRAMME COUNTRY GOVERNMENT RESPONSE TO:
UN STAFF IN THE COUNTRY TEAM HAVE THE RIGHT MIX OF CAPACITIES AND SKILLS TO SUPPORT THE COUNTRY'S DEVELOPMENT:

2019: 83%, 9%, 8%
2020: 85%, 10%, 5%
2021: 85%, 9%, 6%

● Agree
● Disagree
● Don't know
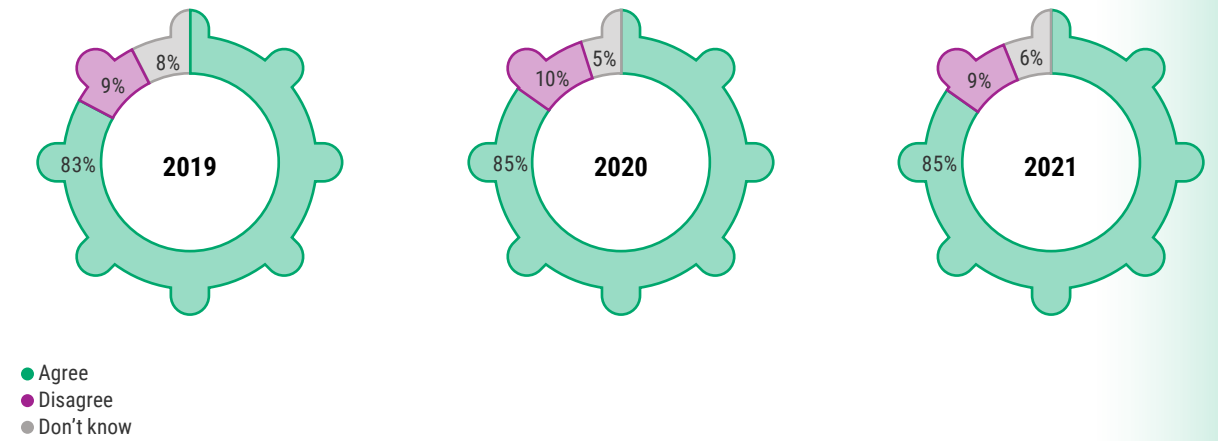
Source: DESA survey of programme country Governments, 2021

By 2021, 73% of UNCTs implementing a Cooperation Framework had undertaken a UNCT configuration exercise. While 81% of programme country Governments considered UN configuration adequately tailored to their needs and challenges, and 85% reported that UNCTs have the capacities and skillsets to support them in advancing sustainable development,[15] these positive trends belie a much greater potential for the involvement of entities without physical presence, as noted also by OIOS and further detailed in the Secretary-General's report on QCPR implementation.

Challenges remain in ensuring full derivation of all UNCT entities' country programmes from the Cooperation Framework. This is essential for the full and effective delivery of Cooperation Framework results. Different programming cycles and approval requirements specific to each UN entity are often an impediment for greater derivation. An inter-agency effort led by DCO is underway to discuss and recommend solutions on design timelines.

As the RC system continued to foster more integrated and effective UNCT responses to countries' needs, it did so with a growing focus on policy support. In Azerbaijan, nationalized SDG targets and indicators were costed and integrated into the national budgeting process. In Malawi, the RC facilitated the design of a unique Anticipatory Action Framework to help predict and respond to climate-related shocks, working with OCHA on more agile response to affected populations.

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15 DESA survey of programme country Governments, 2021

Innovative approaches are becoming more widespread due to more systematic RC system support and leadership. At least 48 UNCTs reported using innovative data tools and digital technologies, including in the pandemic response (see figure XVI). In Mongolia the RCO led an internal exercise to improve UNCT support to the national strategy for digital economy, inclusion and e-government with the World Bank and ITU. Fifty-two per cent of UNCTs are applying real time monitoring approaches and 35% are applying mobile feedback mechanisms to inform and adjust support to countries[16]. RCOs in Barbados,

Brazil, Costa Rica, El Salvador, Haiti, Jamaica, Mexico and Panama used social media and mobile platforms to assess how populations were coping with the pandemic to tailor public policies. In Indonesia, authorities launched the National SDGs Dashboard 2.0 supported by the UNCTs Data and Monitoring Learning Group. In 2021, DCO, with support from UN Volunteers, applied machine learning to analyze qualitative CCA data in Central African Republic, Ghana, and Somalia, distilling 30,000 pages of qualitative data for better quality programming.

FIGURE XVI: **UNCT AND THE IMPACT OF INNOVATIVE APPROACHES**
RC RESPONSE TO THE QUESTION:
PLEASE TELL US MORE ABOUT THE IMPACT OF INNOVATIVE APPROACHES IMPLEMENTED BY THE UNCT IN THE PAST YEAR

- 2020
- 2021
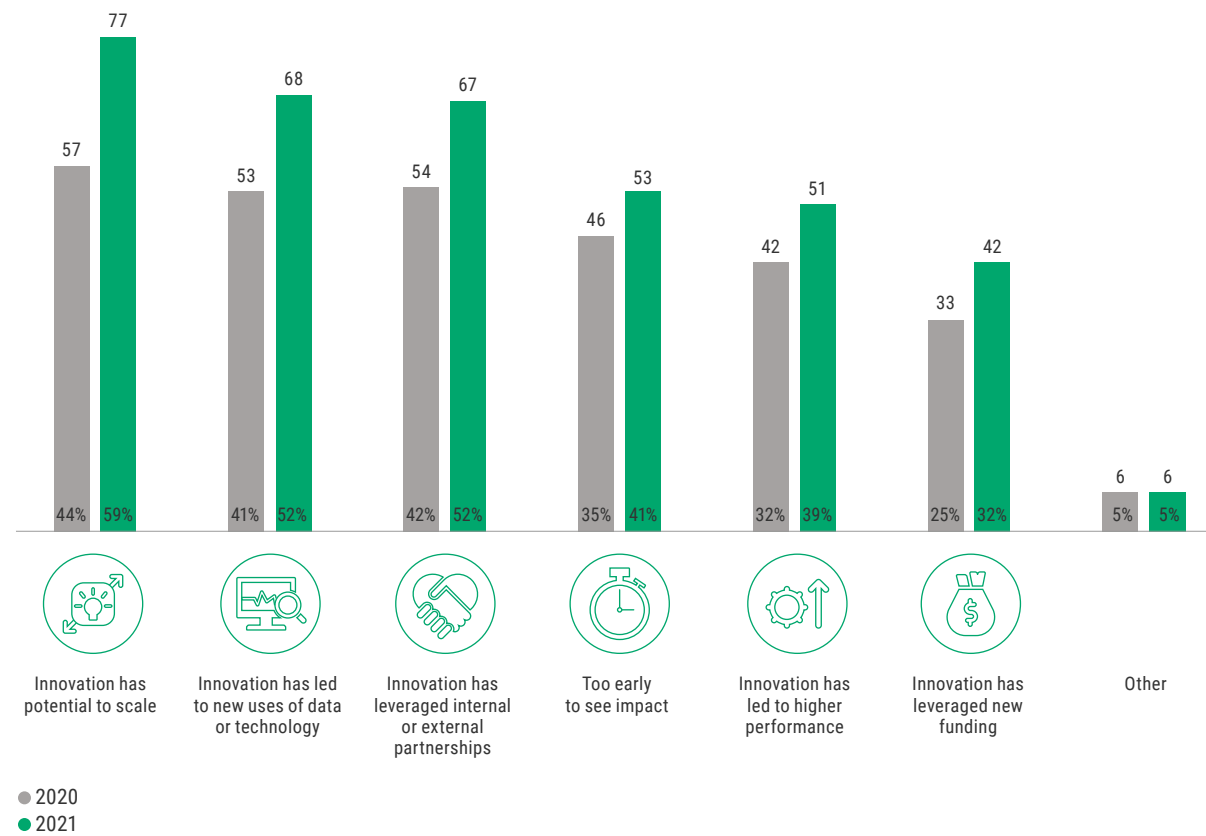
Source: UNSDG Information Management System (IMS), 2021

16 IMS, 2021

UNCTs also increasingly adopted anticipatory, risk informed and adaptive programming in their CCAs and Cooperation Farmeworks processes, critical in contexts of volatility and uncertainty. Mozambique, Kyrgyzstan and Honduras design process of CCAs and Cooperation Farmeworks integrated strategic foresight to address intersecting crises across humanitarian, peace and development fronts or to boost engagement of youth and other stakeholders in national development dialogues.

Collaboration between our humanitarian and development activities - and their linkages to peace - were strengthened in countries or situations at risk or affected by crises to protect and advance sustainable development, although there is room for improvement to ensure programmatic alignment between the Cooperation Frameworks and Humanitarian Response Plans. In Afghanistan, the new UN Transitional Engagement Framework encapsulates a joined-up UN response to tackle crisis needs and safeguard livelihoods. In DRC, DCO and PBSO collaboration resulted in programmes to advance transitional justice, dialogue and peaceful coexistence in the provinces where MONUSCO ceased its presence. DCO also partnered with the UN Transitions Project in Central African Republic, DRC, Guinea-Bissau, Iraq, Lebanon, Mali and South Sudan, to prepare for mission withdrawal and UN reconfiguration.

RC leadership also focused attention on the most vulnerable groups and those left behind. Ninety-seven per cent of CCAs identify such populations more clearly than before and increasingly involve them in programme design. In Central African Republic, the UNCT promoted equitable access to basic social services for the most vulnerable, resulting in more than 30% of refugees with disabilities benefitting from cash and non-cash services, and almost 30% of health facilities equipped for disability-inclusive

reproductive health services to women and girls. In Brazil, the UNCT launched a new SDG partnership with an inter-state consortium of the Amazon states to reach 30 million people, promoting human and economic development while curbing deforestation.

Country level programming benefited from better gender mainstreaming. Sixty-four per cent of Cooperation Frameworks have a dedicated outcome on gender equality and 61% of UNCTs use the gender equality marker to track cross-cutting advancement of SDG 5 (a 21% increase since 2019). Gender focus has also been strengthened in Cooperation Frameworks. In Côte d'Ivoire, the Cooperation Framework includes stand-alone results on gender equality and women's empowerment, while also mainstreaming them across all priorities. In Mozambique, a cellphone text messaging code has been enabled to support women and girls affected by domestic violence.

RC leadership also resulted in improved implementation of the UN Youth Strategy (Youth2030). In 2021 the number of UNCTs reporting meaningful youth engagement nearly doubled compared to 2020. Nearly 90% of UNCTs now include a youth focus in CCAs and Cooperation Frameworks. In Peru, young people were actively engaged in setting strategic priorities for the Cooperation Framework through foresight exercises. In Bangladesh, the Cooperation Framework process involved nearly 100,000 youth from rural, urban, employed, unemployed and minority contexts, and youth engagement is now facilitated through a dedicated inter-agency task team. In Moldova, an Adolescent and Youth Advisory Panel was established to promote direct dialogue between young people and the UN on the Youth2030 Strategy. In Mali, the UNCT developed a Youth Strategy that builds on the Cooperation Framework outcomes and the National Youth Policy.

61% of UNCTs use the gender equality marker to track cross-cutting advancement of SDG 5 (a 21% increase since 2019)

Nearly 90% of UNCTs now include a youth focus in CCAs and Cooperation Frameworks. In Peru, young people were actively engaged in setting strategic priorities for the Cooperation Frameworks through foresight exercises.

46% of UNCTs included at least one disability-inclusive common service in their Business Operations Strategy, such as physical accessibility and inclusive human resources.

Similarly, in 2021 there was progress in the implementation of the UN Disability Inclusion Strategy (UNDIS). Twenty-one per cent of UNCTs met or exceeded requirements of at least half of the indicators in the UNDIS accountability framework (up from 11% in 2020). Thirty-four per cent of UNCTs reported explicit commitment and mainstreaming of disability inclusion across Cooperation Frameworks. Forty-six per cent of UNCTs included at least one disability-inclusive common service in their Business Operations Strategy, such as physical accessibility and inclusive human resources. UNCTs have also supported national policies and strategies for disability inclusion, as in Serbia, where the UNCT supported the adoption of the first Action Plan for the implementation of the National Strategy on Disability Rights. In Fiji, the UNCT engaged with the Pacific Disability Forum and signed a partnership to promote and uphold the rights of persons with disabilities and their families.

Indigenous peoples were also increasingly included in programme development. For example, in Guatemala, extensive dialogue and participation of indigenous people in the Cooperation Framework process led to prioritization of their needs and articulation of specific strategies to uplift their access to essential services.

(ii) System-wide results to accelerate action for the SDGs

_____

The success of the RC system will be judged by its ability to lift UNDS results at scale to support the global economic recovery and implementation of the SDGs by 2030. Despite the devastating impacts of COVID-19, the UNDS continued to advance its support to countries to protect hard-won gains and accelerate SDG implementation. **We must be able to measure these achievements for full visibility and clear understanding of where further work remains to be done.**

DCO continued to support the UNSDG in advancing system-wide harmonization of data and moving towards shared reporting. Last year, in response to the Member States' request for reporting on the system-wide contribution to the SDGs[17], I presented results of the UN's socioeconomic response to the pandemic, through UN-INFO data publicly available on the COVID-19 Data Portal.[18]

DCO also continued to improve UN-INFO, as the only platform that tracks system-wide activities, funding and partners to advance the SDGs and give them full visibility. Member States requested the UNDS to invest and fully utilize UN-INFO for common reporting and analysis of system-wide results from Cooperation Framework implementation[19]. While I commend UNSDG Principals who took action, two in five UNDS entities have not yet requested their country offices to report through UN-INFO[20], including due to transactions costs posed by different systems that are not yet

interoperable. This makes a full global outlook of system-wide results elusive. DCO will continue to advance cooperation across entities to enable UN-INFO to be effectively linked to entity-specific platforms. Incentives provided through entities' governing boards are crucial, aligned with the Member States' request for the UNDS to invest in and fully utilize UN-INFO[21].

In the interim, the UNSDG adopted a phased approach towards improved monitoring of the UN contribution to the SDGs. In this year's reporting on 2021 results, data were provided by individual UNSDG members and supplemented with data from UN-INFO (see Annex 3). A new UNSDG Data Portal was developed in 2021 to showcase UNCTs' work with UN-INFO data visualization.

We must measure the ability of the RC system to coordinate and facilitate UNDS collective efforts in support of national development priorities. The multi-annual Results Framework presented in Annex 2, in response to Member States' request in General Assembly resolution 76/4, aims at tracking returns on investments in coordination corresponding to the $281 million budget of the RC system.

The proposed RC system results framework is guided by the vision of Member States and the strategic direction of the Secretary-General. It aligns with the QCPR mandates and cycle and sets its targets up to 2025 in line with UNDS entities' Strategic Plans. It will remain a living document to ensure that each year responds to the level of ambition set by ECOSOC and required by the UNDS to deliver at scale.

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17 A/RES/72/279
18 https://data.uninfo.org/Home/_SERP
19 A/RES/76/4
20 DESA survey of UNDS entities' HQs, 2021
21 A/RES/76/4

IV.
Partnerships:
Joining forces to recover and advance national needs and priorities

With strengthened RC leadership, RCO capabilities and system-wide commitments at global and regional levels, I am confident that we can continue to improve our ability to engage partners, in particular international financial institutions and the private sector, to advance the 2030 Agenda and priorities identified in the Cooperation Frameworks.

A critical measure of RC system success is its ability to build coalitions of partners and supporters and harness their strengths in support of 2030 Agenda.

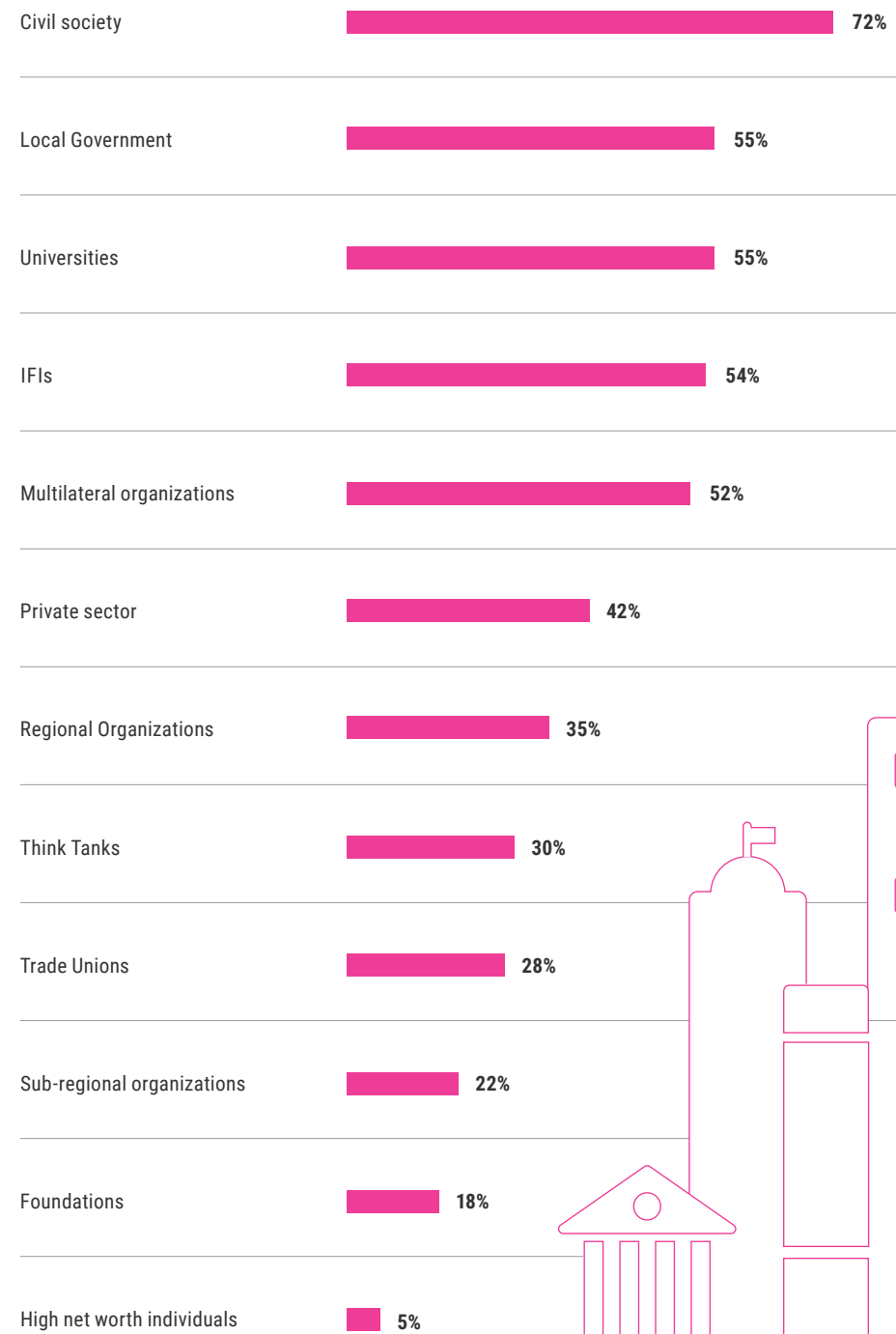**The RC system improved its ability to facilitate partnerships with all stakeholders for more effective implementation of the 2030 Agenda.** Programme country Governments largely agree that RCs are instrumental in leveraging partnerships (see figure XVII), primarily with civil society, universities, IFIs and other multilateral organizations (see figure XVIII). In India, for example, the RC convened think tanks, universities, the World Economic Forum, youth and other partners around UN's efforts for a comprehensive set of initiatives to support the Government's approach for responsible artificial intelligence tools, which also drew from UN Headquarters expertise.

FIGURE XVII: **RC LEADERSHIP IN LEVERAGING PARTNERSHIPS**
PROGRAMME COUNTRY GOVERNMENT RESPONSE TO THE STATEMENT:
THE RESIDENT COORDINATOR HAS CONTRIBUTED TO LEVERAGING PARTNERSHIPS IN SUPPORT OF NATIONAL EFFORTS TO ADVANCE THE 2030 AGENDA AND ACHIEVE THE SDGs:

2020

85%
8%
7%

2021

86%
7%
7%

● Agree
● Disagree
● Don't know
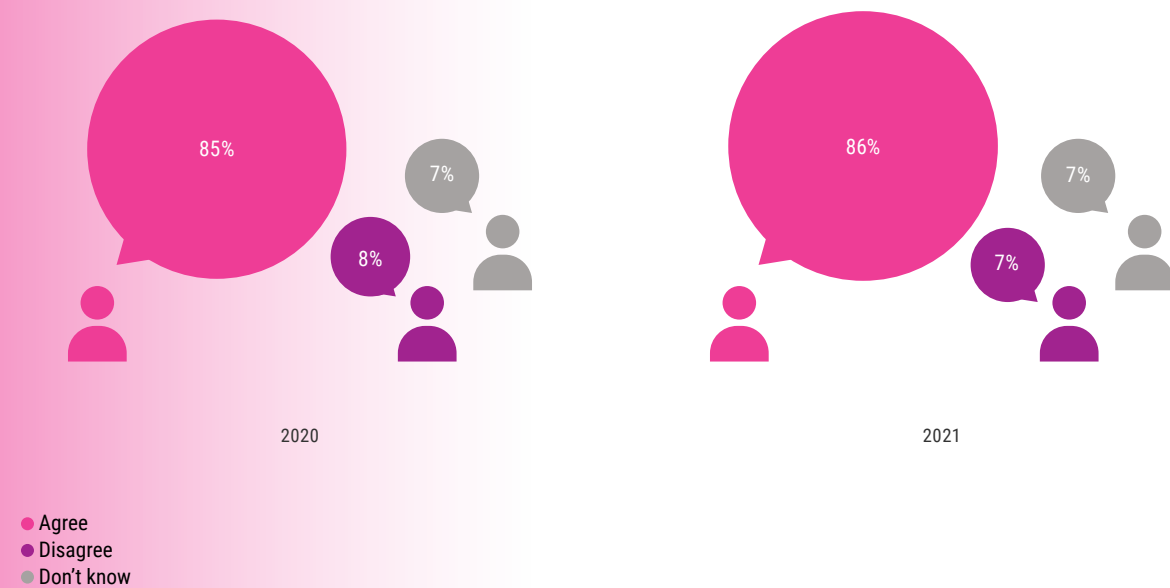
Source: DESA survey of programme country Governments, 2021

FIGURE XVIII: **UNCT PARTNERS (BEYOND CENTRAL GOVERNMENTS)**
RC RESPONSE TO THE QUESTION:
BEYOND NATIONAL GOVERNMENT MINISTRIES, WITH WHICH OF THE FOLLOWING PARTNERS HAS YOUR UNCT OR RC (ON BEHALF OF THE UNCT) ENTERED IN A FORMAL RELATION (I.E. NOT JUST INVOLVED IN A ONE-TIME DISCUSSION)?

Partner	%
Civil society	72%
Local Government	55%
Universities	55%
IFIs	54%
Multilateral organizations	52%
Private sector	42%
Regional Organizations	35%
Think Tanks	30%
Trade Unions	28%
Sub-regional organizations	22%
Foundations	18%
High net worth individuals	5%

Source: UNSDG Information Management System (IMS), 2021

The RC system also improved collaboration with IFIs. In Trinidad & Tobago, the strengthened partnerships with the Development Bank of Latin America (CAF) resulted in increased financial and technical support for education, food safety and security. In the Philippines, joint UN-World Bank planning led to a $600 million loan in support of the national health sector response, including to strengthen COVID-19 laboratory capacity and vaccinations. Several RCOs established joint UN-IFI economist networks (e.g., Cabo Verde, Ecuador, Egypt, Guatemala, Maldives, Mozambique, Mongolia, Turkmenistan). The network in Egypt contributed to the World Bank Development Policy Financing Initiative.

FIGURE XIX: **UN-IFI COLLABORATION**
PROGRAMME COUNTRY GOVERNMENTS
RESPONSE TO THE STATEMENT:
**TO WHAT EXTENT HAS THE COLLABORATION
BETWEEN IFIs AND THE UN IN YOUR COUNTRY
IMPROVED OVER THE PAST FOUR YEARS:**

- 15%
- 40%
- 30%
- 3%
- 12%
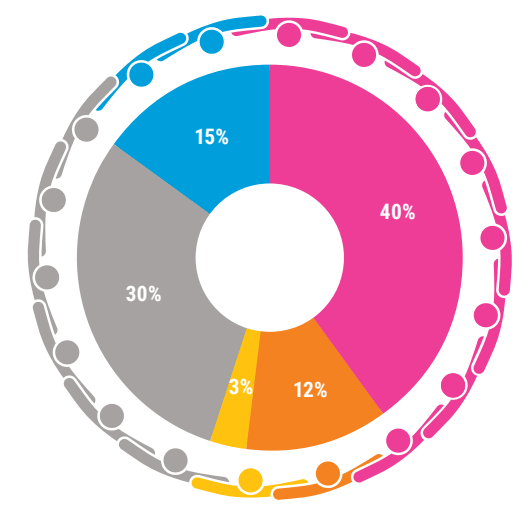
- ● To a large extent
- ● To a medium extent
- ● To a small extent
- ● Not at all
- ● Don't know

Source: DESA survey of programme country Governments, 2021

Boosting UN-private sector engagement remains a priority. The RC system participated in the design of the new UN Global Compact 2021-2023 strategy. DCO continued to promote and support private sector engagement in Cooperation Frameworks, including through partnerships with country-level networks of the Global Compact. In Thailand, the RC convened the Global Compact Local Network and the Government's pension fund, rallying 43 financial institutions with US$1.3trillion in assets. In Tanzania, the UNCT, private sector and Government are boosting technological platforms in agriculture, benefitting over 2 million farmers with access to market information.

We can and must do more to fully realize and bring to scale the potential of enhanced partnerships. With strengthened RC leadership, RCO capabilities and system-wide commitments at global and regional levels, I am confident that we can continue to improve our ability to engage partners, in particular IFIs and the private sector, to advance the 2030 Agenda and priorities identified in the Cooperation Frameworks.

V.
# More and better funding and financing for sustainable development solutions

RC leadership proved pivotal in ensuring a much stronger emphasis on supporting governments mobilize financing for the SDGs. The efforts spearheaded by RCs serving in SIDS for a multidimensional vulnerability index is a case in point, with potential to overhaul access to development financing.

(i) More and better funding for UNCT's efforts to acceleration action for the SDGs

In line with Funding Compact commitments, common funding strategies at the global level have been instrumental for collective action to accelerate SDG progress. Enhanced coordination leveraged quality funding, with a drastic increase in UNCT access to global pooled-funding mechanisms from 47% in 2020 to 85% in 2021. For example, with an overall EU investment of €500 million in an unprecedented partnership

with the UN in more than 25 countries across Africa, Asia, the Caribbean, Latin America and the Pacific, mid-term assessments of the Spotlight Initiative found that RC leadership was crucial to reach women and girls with essential services for survivors of violence, despite COVID-19-related constraints and lockdowns, promoting gender-equitable norms to one million young people, passing laws and policies to address violence against women and girls across 17 countries, and increasing accountability for perpetrators of violence; in Nepal, the Initiative allocated €23 million for four years to a programme on jobs, social protection, elimination of gender-based violence and governance access for women. Likewise, the Peacebuilding Fund invested $195 million in 2021 in joint programmes under RC leadership (nearly a 12% increase from 2020), contributing to peacebuilding outcomes in Cooperation Frameworks in 31 countries and seven cross-border settings.
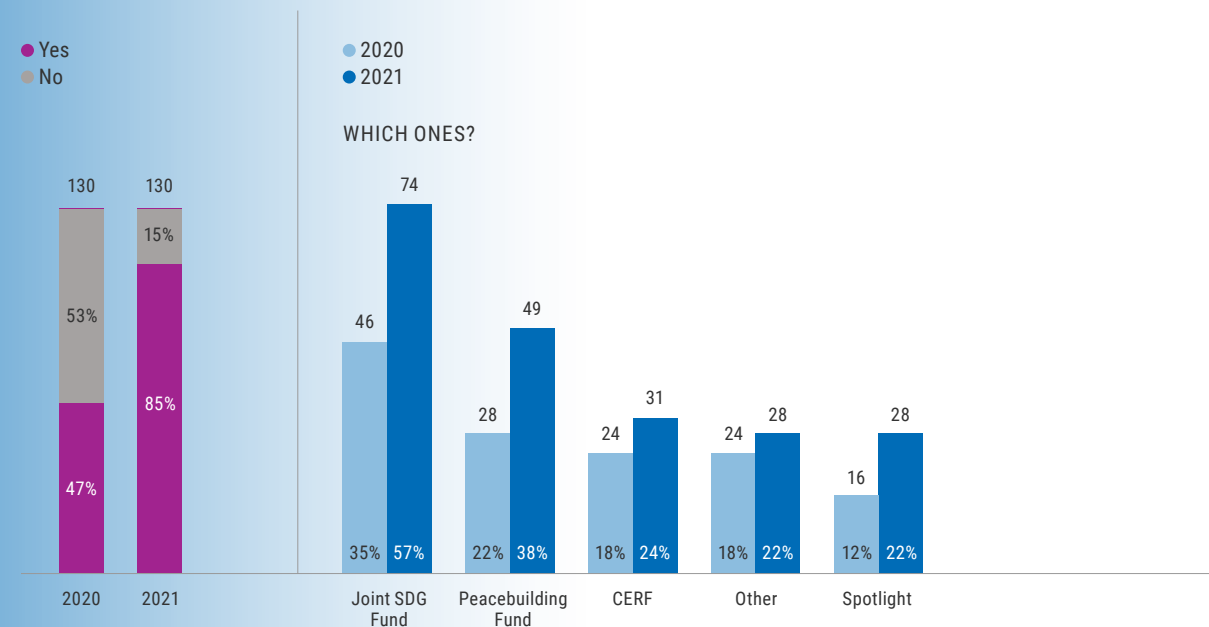
The Joint SDG Fund hosted by DCO was instrumental in driving innovative joint action under RC leadership for SDG policy support and financing as seen from the figure above. In 2021, the Fund mobilized $79 million, reaching a total capitalization of $224 million. To date, the Fund has approved a total of $236 million in commitments under 151 joint programmes, with financing channeled to 25 UN entities covering 118 countries and territories. In Vietnam, supported by the Joint SDG Fund, the government simplified the eligibility criteria for emergency cash transfers that enabled COVID-19 support to reach over 12 million people. In Lebanon, new disability allowances boosted social protection schemes for persons with disabilities. In Brazil, the Fund supported an existing national and local social protection scheme benefitting over 1.2 million children and 300,000 pregnant women.
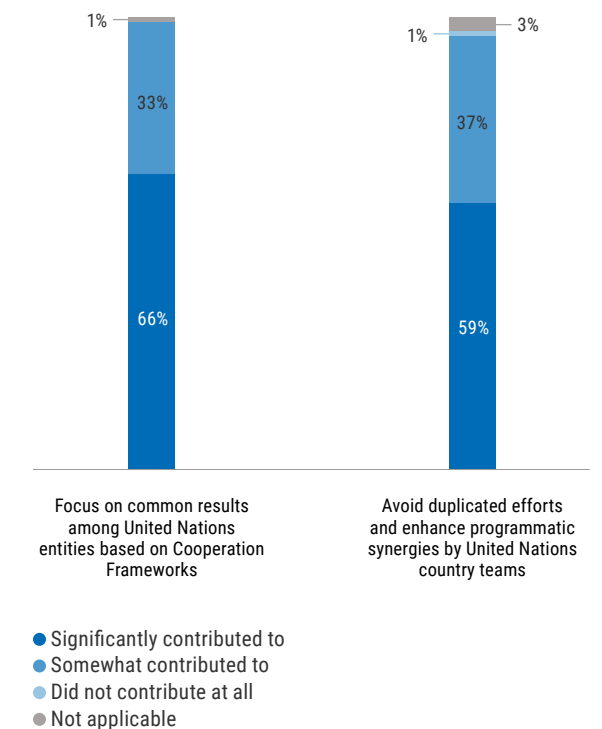
The COVID-19 Response and Recovery Multi-Partner Trust Fund ensured a strong link with the RC system, and programmed $85 million to 24 UN entities jointly delivering across 83 countries. The results are clearly documented in the early lessons and evaluability assessment of the COVID-19 MPTF[22]. With the impending Fund closure in 2022, the Joint SDG Fund will ensure a smooth transition, including through targeted investments as for the 17 COVID-19 proposals to support resilience building and recovery as part of the SIDS window launched in 2021.

At country level, Cooperation Framework funding frameworks provided a consolidated and comprehensive understanding of SDG-related UN financial contributions and needs. In Azerbaijan, for example, the RCO led the development of a funding framework and a resource mobilization strategy bringing the UNCT together around a common costing methodology. However, we must do better in this area: only 59% of UNCTs reported having prepared a funding framework; a mere 28% have a resource mobilization strategy in place.

FIGURE XX: **UNCT ACCESS TO GLOBAL POOLED FUNDS**
RC RESPONSE TO THE QUESTION:
HAS THE UNCT ACCESSED ANY GLOBAL POOLED-FUND MECHANISM IN THE LAST YEAR?

Source: UNSDG Information Management System (IMS), 2021

FIGURE XXI: **JOINT SDG FUND'S CONTRIBUTION TO UNDS REFORM AT COUNTRY LEVEL**
RC RESPONSE TO THE QUESTION:
IN YOUR VIEW, HAVE THE JOINT PROGRAMMES SUPPORTED BY THE JOINT SDG FUND CONTRIBUTED TO THE FOLLOWING AREAS:

Source: Joint SDG Fund Resident Coordinators survey, 2021

22 Early Lessons and Evaluability of the UN COVID-19 Response and Recovery MPTF, April 2021

(ii) Enhanced quality and innovative financing for the SDGs

RC leadership proved pivotal in ensuring a much stronger emphasis on supporting governments mobilize financing for the SDGs. The efforts spearheaded by RCs serving in SIDS for a multidimensional vulnerability index is a case in point, with potential to overhaul access to development financing. In Malaysia, the RC led UNCT efforts for a national SDG acceleration fund with seed allocation of around $5 million by the Government to engage civil society, private sector and academia. In Egypt, the RCO established an inter-agency financing for development task team with UN entities, including regional commissions and DESA, producing a 'One-UN' SDG costing offer to better support national efforts.

UNCTs, with the support of the Finance Sector Hub established by UNDP, are helping governments in 80 countries to develop SDG financing strategies through the roll-out of integrated national financing frameworks (INFFs), 69 of which benefit from Joint SDG Fund support. In Jordan, the UNCT supported the Amman Stock Exchange's implementation of sustainability reporting requirements for publicly traded companies, enabling the largest national investor to align its portfolio to the SDGs. In Benin, the UNCT helped set up an innovative digital platform with real-time data on direct foreign investments, aid and other development financing to support the government in SDG-aligned planning and budgeting. In Uzbekistan, the UNCT, led by the RC, partnered with authorities to devise an

integrated financing strategy for the SDGs, supporting the Government to issue its first-ever SDG Bond, which mobilized $870 million in financial markets.

RCs are also coordinating initiatives for innovative SDG financing approaches with Governments and key partners. In Cambodia, the UNCT identified the potential for unlocking US$23.4 billion by 2025 from public and private financing. In Belize, the UNCT conducted an SDG Investor Mapping, highlighting opportunities that can advance the SDGs while generating financial returns for investors.

RC leadership and support from the Joint SDG Fund are helping countries to bring in non-traditional market players to launch innovative blended finance solutions to leverage public and private financing for the 2030 Agenda. In Indonesia, the UN supported the first-ever sovereign SDG Bond in Southeast Asia, raising €500 million. In Malawi, the UNCT launched a blended financing impact fund to support small agribusinesses.

As I call on Member States to live up to their commitments in the Funding Compact, I am determined that the RC system continues to grow its ability to catalyze better quality of funding - and its ability to support financing and partnerships in support of national sustainable development efforts.

VI.
Communications for development results:
### Fostering accountability and transparency

A record 99% of annual UN Country Results Reports were produced in 2021, compared to 69% in 2020 and 64% in 2019

Enhanced coordination continued to improve UNDS transparency and accountability through strengthened system-wide reporting and visibility of country-level results. A record 99% of annual UN Country Results Reports were produced in 2021, compared to 69% in 2020 and 64% in 2019[23]. By April 2022, 100 Results Reports were already produced (up from 88 last year at the same time). DCO and Resident Coordinators will ensure broad dissemination of results going forward, including through innovative digital platforms.

Big improvements in DCO-managed databases and platforms such as UN-INFO, including its UNSDG Information Management System, have increased visibility of results and improved efficiencies. UN-INFO data powers the UNSDG and UNCT websites, and the UNSDG Data Portal – a new gateway developed in 2021 to facilitate public access to UNCT data, including data visualization of UNCTs' work. In 2021, 132 DCO-backed UNCT websites were live, covering 22 languages, averaging nearly 1.4 million pageviews (a 52% increase from 2020), and saving UNCTs some $2 million annually that was previously spent on external vendor services. The UNSDG website was launched in all official UN languages, registering over 1.7 million pageviews – a 1,000% yearly growth since 2019; and a new DCO website was launched showcasing results and thought leadership of the RC system at the country, regional and global levels. UNSDG social media account followers increased four-fold in three years, with 40,500 followers on Twitter and nearly 150,000 followers on LinkedIn by early 2022.

UNCTs recognize that joint communication and advocacy helped better position the UNCT's work.[24] Addressing recommendations from a review of the integration of 44 UN Information Centres (UNICs) into RCOs, DCO and the UN Department of Global Communications updated job descriptions of communications staff on the ground, strengthened skillsets, filled vacant UNIC posts and revised UNCT communications guidelines.

FIGURE XXII: **UN COUNTRY RESULTS REPORTS**
RC'S RESPONSE TO:
DID THE UNCT PRODUCE AN ANNUAL UN COUNTRY RESULTS REPORT ON JOINT UN RESULTS COVERING THE 2020 YEAR (OR PART OF 2020)?

- Yes
- No
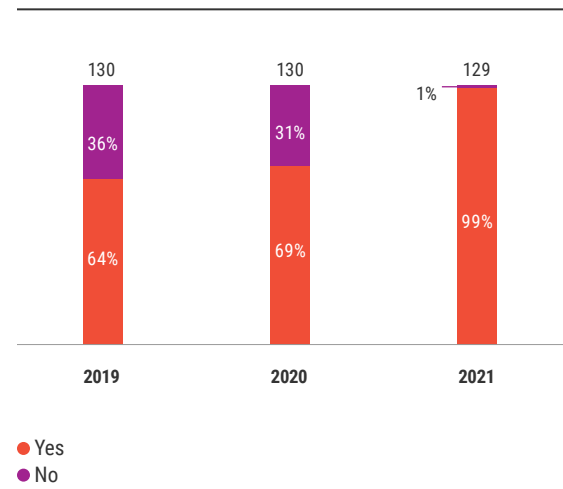
Source: UNSDG Information Management System (IMS), 2021

FIGURE XXIII: **UNCT COMMUNICATION AND ADVOCACY**
UNCT RESPONSE TO:
HAS JOINT COMMUNICATION AND ADVOCACY IN YOUR UNCT IMPROVED IN THE PAST YEAR TO BETTER POSITION THE UNCT'S DEVELOPMENT WORK AND SUPPORT TO ACHIEVE THE 2030 AGENDA?

- Yes
- No
- Don't know
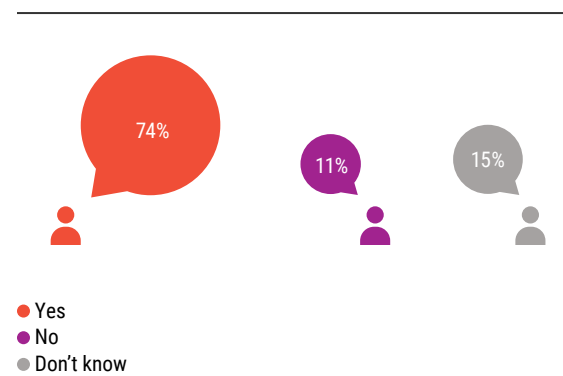
Source: DESA survey of UN Country Teams, 2021

23 IMS, 2021
24 DESA survey of UNCTs, 2021.

COMMUNICATIONS FOR DEVELOPMENT RESULTS

UN Women/ Ryan Brown

VII.
Business operations and efficiencies

DCO was also instrumental in supporting UNSDG-led workstreams to drive further efficiencies. The roll-out of the Business Operations Strategy was completed ahead of the December 2021 deadline.

In 2021 DCO, with Secretariat partners, broadened the scope of operational service provision for the RC system. Property management services, as well as international travel and high-value procurement, were transferred from UNDP to the Secretariat, bringing down overall service costs by halving UNDP services from $131 million in 2020 to $60 million in 2021. These and other service transitions yielded an estimated $11 million in savings in the RC system's resources in 2021, up from $4.6 million in 2020, which helped protect core capacities and operations of the RC system at country level in view of the continued gap in the RC system budget.

Service level agreements were revised and signed with all service providers for 2022, marking the completed transition of human resources, procurement and other non-location dependent operational services by mid-2022. This will represent the most significant change in terms of RCO financial and people management. DCO is working closely with DOS and other Secretariat service provider entities to co-design the new service architecture, with a focus on effective service delivery and improved client satisfaction.

DCO was also instrumental in supporting UNSDG-led workstreams to drive further efficiencies. The roll-out of the Business Operations Strategy was completed ahead of the December 2021 deadline. The Common Premises roll-out and Common Back Offices workstreams are experiencing challenges and delays. UNIC-RCO co-locations in the same premises increased to 68% in 2021 (compared to 64% in 2020) and 71% of programme country Governments note that RC leadership helps minimize duplication among UN agencies, ensuring efficient use of resources (see figure XXIV). However, as set out in the Secretary-General's report on QCPR, the roll out of Common Premises and Common Back offices have encountered significant delays. Accelerating progress to further efficiency gains remains a priority moving forward.

FIGURE XXIV: **RC ROLE, CAPACITY AND PREROGATIVE IN MINIMIZING DUPLICATION**
PROGRAMME COUNTRY GOVERNMENT RESPONSE TO THE STATEMENT:
THE RESIDENT COORDINATOR HELPS TO MINIMIZE DUPLICATION OF EFFORTS AMONG UN AGENCIES, ENSURING THE EFFICIENT USE OF RESOURCES:

71% 9% 20%

- Agree
- Disagree
- Don't know
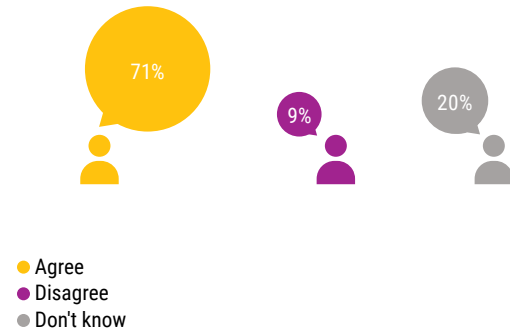
Source: DESA survey of programme country Governments, 2021

FIGURE XXV: **RC ROLE, CAPACITY AND PREROGATIVE IN MINIMIZING DUPLICATION**
RC RESPONSE TO THE STATEMENT:
THE RC HAS THE FOLLOWING ATTRIBUTES TO PREVENT DUPLICATION OF EFFORTS WITHIN THE UN COUNTRY TEAM

SUFFICIENT PREROGATIVE   SUFFICIENT CAPACITY

82% 18%   68% 32%

- Agree
- Disagree
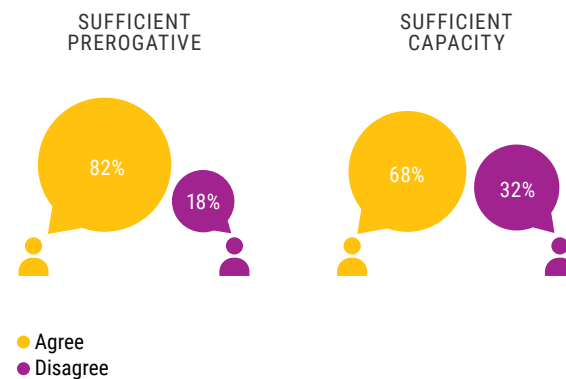
Source: DESA survey of Resident Coordinators, 2021

UNDP Iran/Sadaf Nikzad

VIII.
Funding the RC system

Closing the funding gap is an absolute priority for 2022 for the system to function optimally.

The ambitious RC system mandates set by Member States cannot be accomplished without adequate, predictable and sustainable funding. In the RC system review, Member States reiterated that "adequate, predictable and sustainable funding of the RC system is essential to delivering a coherent, effective, efficient and accountable response in accordance with national needs and priorities".

The Secretary-General had recommended to shift to a fully assessed budget to ensure full capitalization and sustainability of funding. Member States decided however to continue to fund the RC system through a hybrid formula primarily relying on voluntary contributions and committed to "provide sufficient funding for the RC system on an annual basis starting from 1 January 2022".

Yet, RC system funding levels continue to fall short of needs. In 2021, the full amount of $77.5 million was received from UNSDG cost-sharing with all entities paying their dues; an additional $39 million were generated from the 1% coordination levy on earmarked resources. Revenue from voluntary contributions amounted to $98 million, compared to $86 million in 2020. This translated into a total of $215 million in the Special Purpose Trust Fund (SPTF) for the RC system, a slight increase from 2020 ($204 million). As economies continue to be impacted by COVID-19, and ODA budgets remain strained,

the increase in voluntary contribution is an important indicator of Member States' support to the RC system. Yet funding levels remained well below the $281 million budget, with a funding gap of $66 million owing to insufficient levels of voluntary contributions and a 1% levy that is still not delivering at the expected levels

The UNSDG methodology used to calculate cost-sharing allocations was updated in 2021 and will inform new allocations for 2022 and 2023. WIPO joined the UNSDG in 2022 and will contribute for the first time this year.
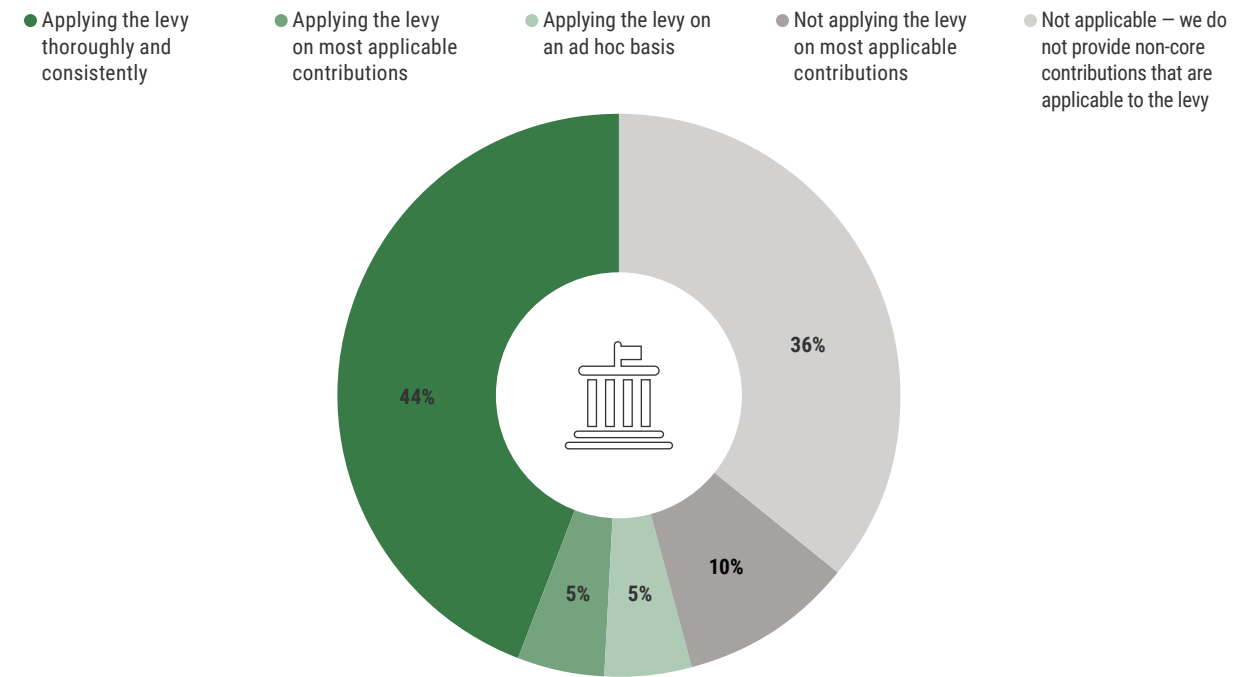
Revenue from the coordination levy in 2021 remained approximately the same as 2020 amounts, but around $10 million less than estimated projections. With 20% of eligible contributing countries not applying the levy in full (see figure XXVII), there is ample room to grow that source of revenue. An analysis of levy contributions for 2020 and 2021 is underway to inform dedicated follow-up with donors and UNSDG entities to ensure thorough application of the levy across all applicable contributions.

FIGURE XXVI:
RC SYSTEM FUNDING RECEIVED AND FUNDING GAP 2019-2021

- Funding gap
- UNSDG cost-sharing
- Levy
- Voluntary contributions
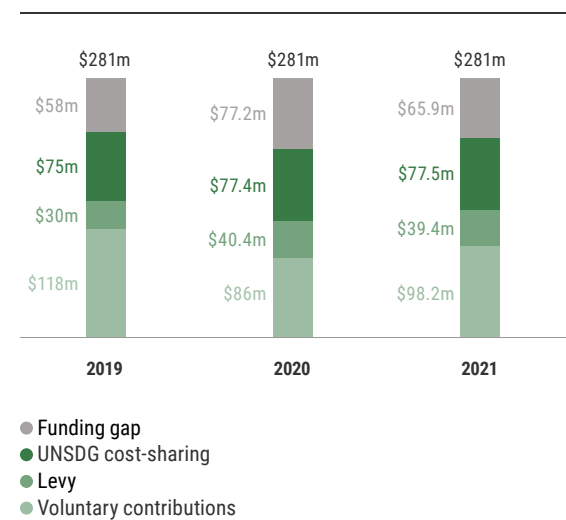
Source: Development Coordination Office, 2022

FIGURE XXVII: **IMPLEMENTATION OF 1% LEVY**
CONTRIBUTING COUNTRIES' RESPONSE TO THE STATEMENT:
PLEASE RATE THE EXTENT TO WHICH YOUR GOVERNMENT IS APPLYING THE 1% COORDINATION LEVY ON APPLICABLE CONTRIBUTIONS

- Applying the levy thoroughly and consistently
- Applying the levy on most applicable contributions
- Applying the levy on an ad hoc basis
- Not applying the levy on most applicable contributions
- Not applicable — we do not provide non-core contributions that are applicable to the levy

Source: DESA survey of contributing countries, 2021

Financial instability jeopardizes the progress of the RC system. The lack of full capitalization of the SPTF over the past three years has been offset so far by prudent financial management, a careful managing of recruitment, the redeployment of savings owing to the shift in service provisions from UNDP to the Secretariat, and operational restrictions related to the COVID-19 pandemic. With the RC system now at full strength, the ability to stagger spending patterns is significantly narrowed, especially as operations transition back to normal.

Despite consistent outreach to Member States, initial progress in diversifying the SPTF donor base has slowed; only one new Member State contributed for the first time in 2021 and several Member States that contributed in 2019 or 2020 have not done so again. In total, 28 Member States provided voluntary funding to the RC system

in 2021, including 5 countries from the Group of 77. These are the lowest numbers since the establishment of the RC system. Reversing this trend will be critical to align funding commitments with the unequivocal support Member States expressed in the RC system review.

Closing the funding gap is an absolute priority for 2022 for the system to function optimally. The Secretary-General and I will make everything in our power to deliver on our collective expectations in that regard, and we will continue to engage with Member States to ensure the voluntary portion of the budget is fully met, in a manner that strengthens predictability. As Member States have requested, we will continue to closely monitor the performance of the funding model in the next year, and the Secretary-General will put forward recommendations for Member States' consideration, if necessary.

Conclusion

Four years on, the transformation envisioned by the UNDS reform has taken roots, though it still needs to grow deeper in some areas.

With the continuous need to address the impacts of the COVID-19 pandemic, exacerbated by increasing global instability, the value of the RC system is evident. **Four years on, the transformation envisioned by the UNDS reform has taken roots, though it still needs to grow deeper in some areas.** RCs, leading UNCTs to tackle the urgent needs of 162 countries and territories, alongside DCO, have been pivotal to roll out new tools to optimize UN coordination, convene all partners to enable impacts at scale, and deliver coherent, tangible and efficient results including through Cooperation Frameworks. The new multi-annual RC system results framework will help measure the success of the RC system in providing Governments and the UNDS with the support they require to realize their development ambitions.

In 2022, the UNDS, guided by the Principals of the UNSDG and under the leadership of RCs in countries, will continue to accelerate support to respond to, and recover from, the COVID-19 crisis, including by advancing vaccine equity and fostering a green, sustainable and inclusive recovery. The system will also boost efforts to accelerate the SDGs, further tailoring its support to contexts and refining its ability to measure results. And it will do so anchoring in countries and territories the vision of Our Common Agenda, which I see as the wind beneath the UNDS wings to rescue the SDGs.

I commend Member States for their commitment to a reinvigorated RC system and the reform of the UNDS at large in UN entity governing boards and in supporting programme implementation in countries. I count on continued support to ensure full MAF implementation, to realize a fully integrated SDG offer through alignment and complementarity of Cooperation Frameworks and entities' country programmes, to create an enabling environment to further advance efficiencies, and to fully realize the overall promise of the reforms. **With less than eight years left to achieve the SDGs, I count on Member States' renewed commitment to deepen our joint engagement in the spirit of the reforms.**

Annex 1
Overview of
Resources of
the RC system's
Special Purpose
Trust Fund

Overview of Resources of the RC system's SPTF

FINANCIAL RESOURCES BY COMPONENT

(THOUSANDS OF UNITED STATES DOLLARS)

COMPONENT	2021 expenditure	2022 estimate	CHANGES Total	CHANGES Percentage	2023 estimate
A. Executive direction and management	2 752.4	3 667.9	424.7	12.0	4 092.6
B. Programme of work					
1. Global coordination	15 569.2	16 706.5	(240.1)	(1.0)	16 466.4
2. Regional coordination	8 620.9	10 361.9	1 079.4	10.0	11 441.3
3. Country coordination[a]	166 663.3	238 585.6	9 302.8	4.0	247 888.4
Subtotal, B	**190 853.4**	**265 654.0**	**10 142.1**	**4.0**	**275 796.1**
C. Programme support	13 064.2	12 504.5	(1 349.5)	(11.0)	11 155.0
Total[a]	**206 670.0**	**281 826.4**	**9 217.3**	**3.0**	**291 043.7**

[a] Includes resources from Locally Mobilized Resources

FINANCIAL RESOURCES BY OBJECT OF EXPENDITURE

(THOUSANDS OF UNITED STATES DOLLARS)

OBJECT OF EXPENDITURE	2021 expenditure	2022 estimate	CHANGES Total	CHANGES Percentage	2023 estimate
Post	135 487.7	177 792.6	(454.6)	(0.3)	177 338.0
Non-post	71 182.3	104 033.8	9 671.9	9.3	113 705.7
Total	**206 670.0**	**281 826.4**	**9 217.3**	**3.3**	**291 043.7**

POST RESOURCES BY COMPONENT FOR 2023

(NUMBERS OF POSTS)

	PROFESSIONAL AND HIGHER									GENERAL SERVICE AND RELATED		NATIONAL STAFF		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Subtotal	Principal level	Other level	National Professional Officer	Local level	Total
A. Executive direction and management	–	1	1	–	3	4	3	–	12	2	1	–	–	15
B. Programme of work														
1. Global coordination	–	–	–	2	10	18	13	–	43	–	3	–	–	46
2. Regional coordination	–	–	5	1	8	13	6	–	33	–	–	–	8	41
3. Country coordination	–	4	46	68	91	129	2	–	340	–	–	413	396	1 149
Subtotal, B	**–**	**4**	**51**	**71**	**109**	**160**	**21**	**–**	**416**	**–**	**3**	**413**	**404**	**1 236**
C. Programme support	–	–	–	1	3	8	3	–	15	6	1	–	–	22
Total	**–**	**5**	**52**	**72**	**115**	**172**	**27**	**–**	**443**	**8**	**5**	**413**	**404**	**1 273**

The overall resource requirements for 2023 includes both resources for the SPTF for the RC system ($281.8 million), as well as locally mobilized resources ($9.2 million). Under the SPTF, the overall resource requirements for 2023 are maintained at the same level as 2022 and include the cost-neutral redeployment of resources between post and non-post budget classes, while resources under the locally mobilized resources are distributed across non-post budget classes.

Overview of financial results for 2021

TABLE 4
FINANCIAL RESOURCES BY COMPONENT

(THOUSANDS OF UNITED STATES DOLLARS)

COMPONENT	2021 Budget	2021 Expenditure	Variance
A. Executive direction and management	2 844.3	2 752.4	91.9
B. Programme of work			
1. Global coordination	14 453.8	15 569.2	(1 115.4)
2. Regional coordination	9 504.1	8 620.9	883.2
3. Country coordination	243 318.0	166 663.3	76 654.7
Subtotal B. Programme of work	**267 275.9**	**190 853.4**	**76 422.5**
C. Programme support	11 706.2	13 064.2	(1 358.0)
Total[a]	**281 826.4**	**206 670.0**	**75 156.4**

TABLE 5
FINANCIAL RESOURCES BY OBJECT OF EXPENDITURE

(THOUSANDS OF UNITED STATES DOLLARS)

OBJECT OF EXPENDITURE	2021 Budget	2021 Expenditure	Variance
Post	164 321.1	135 487.7	28 833.4
Non-post	117 505.3	71 182.3	46 323.0
Total	**281 826.4**	**206 670.0**	**75 156.4**

Annex 2
RC system
Results
Framework

RC system Results Framework

The following multi-annual results framework is presented in compliance with General Assembly resolution 76/4. 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 by the year 2025, in line with the current QCPR cycle.

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
1.1.1 Diverse and effective RCs with profiles and skillsets tailored to the needs of countries	% of RCs • from programme countries • who are women	 46% 50% (2019)	 55% 50%
	% of programme country Governments agreeing the RC has the right profile and skillsets to support their country's development	78% (2019)	95%
	% of programme country Governments agreeing that the RC has displayed increased ability to serve as an entry point for easy access to UN offer	80% (2021)	95%
	% of programme country Governments stating that the Resident Coordinator effectively leads the UN country team's strategic support for national plans and priorities in (strongly agree and agree) • LDCs • LLDCs • SIDS • MICs	(2019) 86% 77% 70% 80%	75% 90% 90% 90% 90%
1.1.2 Effective RCO capacities in support of UN development system efforts and impact in country	% of RCOs fully staffed with core professional capacities	77% (2021)	90%
	% of RCOs that rate the support on networks for knowledge sharing as of 'high' or 'very high' in quality	49% (2020)	75%

Corporate Output	Indicator	Baseline	2025 Target
	% of UNCTs that rate the support by the RCO as "very effective" or "somewhat effective" • Strategic planning • Economic transformation • Data and results reporting • Communications and advocacy • Partnerships and Resource Mobilization	(2021) 90% 66% 84% 87% 71%	 92% 92% 92% 92% 92%
1.1.3 Management and Accountability Framework implemented	% of programme country Governments and UNCTs agreeing that the RC displays impartiality vis-à-vis UN entities • programme country Governments • UNCTs	31% (2019) N/A (new)	75% TBD based on baseline
	% of RCs and UNCTs that state that the implementation of the MAF has improved in the last year (strongly agree and agree) • RCs • UNCTs	87% (2021) N/A (new)	90%
1.1.4 Effective DCO support services provided to the UN development system	% of UNSDG members that state DCO has effectively supported the entity's engagement with the UNSDG (strongly agree or agree)	86% (2021)	100%
	% of relevant UNSDG members reporting that they complete the reform scorecard and share with their governing body annually	N/A (new)	100%

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

Corporate Output	Indicator	Baseline	2025 Target
1.2.1 Visible and transparent system-wide results	% of Cooperation Framework Joint Workplans published on the UNSDG data portal	66% (2021)	90%
	% of annual UN Country Results Report produced and available	64% (2019)	100%
	% of UNSDG members requiring country offices to contribute to the Joint Workplans of the Cooperation Framework in UN-INFO	55% (2021)	90%
1.2.2 Effective joint advocacy and communications	% of UNCTs with communication strategy aligned to the Cooperation Framework	81% (2019)	85%

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
2.1.1 Enhanced capacities for high quality SDG analysis and tailored programming responses	% of CCAs that were updated in the last year	80% (2021)	95%
	Average number of UNDS entities that are signatories of Cooperation Frameworks: • Entities with non-physical presence • Specialized agencies	(2021) 5.6 5.2	 7 7
	% of programme country Governments stating that the Cooperation Framework is closely aligned to their country's development needs and priorities	92% (2019)	95%
	% of programme country Governments considering UN configuration adequately tailored to their needs and challenges	86% (2019)	90%
	% of UNCTs engaging in cross-border initiatives through the Cooperation Framework/UNDAF	57% (2021)	67%
2.1.2 System-wide support to leave no-one behind	% of joint programmes in UNCTs with a dedicated focus on the following sectors/themes 1. Gender equality 2. Disability inclusion 3. Human Rights 4. Leaving no-one behind	(2021) 1. 18% 2. 5% 3. 13% 4. 15%	 28% 15% 23% 25%
	% of UNCTs supporting the government in mainstreaming human rights into national development policies and programmes in the past year	84% (2020)	100%
2.1.3 Data-driven and innovative solutions	% of UNCTs advising Government on the use of new technologies and innovation to achieve the SDGs	68% (2020)	85%

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

Corporate Output	Indicator	Baseline	2025 Target
2.2.1 Strengthened partnerships for SDG implementation and financing at all levels	% of UNCTs that have IFI members: • World Bank • IMF	(2021) 41% 21%	 60% 40%
	% of programme country Governments stating that the UNCT engages meaningfully with the private sector (strongly agree and agree)	60% (2019)	80%

Corporate Output	Indicator	Baseline	2025 Target
2.2.2 Enhanced national SDG financing capacities	% of UNCTs that provided support to Governments that requested the design and implementation of a national SDG financing strategy	79% (2021)	90%
	% of UNCTs with a Cooperation Framework who prepared a funding framework	18% (2020)	90%

*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**.*

Corporate Output	Indicator	Baseline	2025 Target
2.3.1 Strengthened synergies across development, humanitarian, and peacebuilding interventions	% of programme country 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	62% (2019)	80%
	% of UNCTs in mission settings that have a joint mission-UNCT structure/mechanism in place	56% (2021)	80%
	# of Cooperation Frameworks and Humanitarian Response Plans that contain collective outcomes	7 (2021)	15

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

Corporate Output	Indicator	Baseline	2025 Target
2.4.1 Joint dialogues with Governments to identify priorities and ensure effective UN response	% UNCTs with a Joint National-UN Steering Committee that met at least once in the last 12 months	64% (2020)	75%
2.4.2 Inclusive consultations and feedback loops with other development partners	% of UNCTs that consulted the following actors during the Cooperation Framework design phase 1. Civil society 2. Private sector 3. Academia 4. Development partners (bilateral and multilateral donors) 5. Women and girls 6. Youth 7. Persons with disabilities 8. Indigenous peoples	 1. 88% (2020) 2. 49% (2020) 3. 42% (2020) 4. 77% (2020) 5. 50% (2021) 6. 17% (2019) 7. 13% (2021) 8. 15% (2021)	 95% 70% 70% 85% 85% 50% 50% 30%

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
3.1.1 Strengthened resource mobilization to secure a sustainable funding base	Total funding raised for the RC system (annually) • Voluntary contributions • 1% levy • UNSDG cost-sharing	$223 million (annual) (2019)	$281 million (annual)
	# of Member State contributors to the SPTF (annually)	34 (2019)	55
	# of Member States committed to multi-year contribution to SPTF	10 (2019)	30
3.1.2 Effective and results-based management of the Special Purpose Trust Fund	% of SPTF annual utilization rate	78% (2019)	90%
	Cash reserve balance at the end of the year	15% of budget reserve (2021)	15% of budget reserve
3.1.3 Accountable management planning and governance	% of audit and evaluation recommendations implemented by due date	32% (2021)	70%

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

Corporate Output	Indicator	Baseline	2025 Target
3.2.1 Quality services provided to RCs and RCOs	% of RCOs that rate day-to-day support for RC/RCO operations by DCO regional teams as "good" or "adequate"	92% (2021)	95%
	% of RCOs that rate the administrative/operational support provided by DCO HQ team as "good" or "adequate"	80% (2021)	95%
3.2.3 Strengthened enabling environment for the RC system	# of RCOs have a host country agreement in place	90 (2021)	138
	# of RCOs maintaining an updated Business Continuity Plan	130 (2020)	131
3.2.2 Effective human resources management that meets the needs of the RC system	% of regular recruitments completed within the target time frame	70% (2021)	95%

*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
3.3.1 Saved resources through system-wide efficiencies	Savings accrued from system-wide and entity-specific reform initiatives (total)	$194 million (2021)	$310 million
3.3.2 Business Operations Strategies (BOS) implemented and monitored	% of UNCTs reporting on BOS implementation through the BOS Annual Review	N/A (new)	100%
3.3.3 Back-office functions consolidated into local shared services at country level,	# of CBOs established	4 (2019)	50
3.3.4 Premises consolidated into Common Premises, effectively and efficiently	% of all UN premises that are Common Premises	22% (2021)	50%

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

Corporate Output	Indicator	Baseline	2025 Target
3.4.1 RC system's commitments **to gender parity, women empowerment and opportunities met**	% of RC system international professionals who are women	50% (2020)	50%
3.4.2 Effective monitoring and reporting of SG's policy on protection and response to sexual exploitation and abuse (PSEA)	# of RCs that have PSEA action plans in place	91% (2019)	100%
3.4.3 UN Disability Inclusion Strategy implemented	% of UNCTs that met or exceeded standards in at least 50% of the indicators of the UNCT disabilities scorecard	58% (2021)	75%

Annex 3
UN development
system contribution
to the advancement
of the SDGs,
including COVID-19
socio-economic
response results

The results included in this Annex represent a snapshot based on available data of how UNSDG members contributed to SDG results at country level in 2021, including to advance the COVID-19 socio economic response at the country level. System-wide results on the SDGs are organized along thematic areas aligned to the Goals. The results of the socio-economic reponse to the pandemic are organized according to the five pillars of the UN Framework for the immediate response to COVID-19.

Data on system-wide contributions to the advancement of the SDGs include inputs received from the following UN entities: **DESA, DPPA/PBSO, ECA, ECLAC, ESCAP, ESCWA, FAO, ILO, IOM, ITC, ITU, OHCHR, UNCTAD, UNDP, UNECE, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNIDO, UNODC, UNRWA, UN Women, WHO and WMO.** Other UN entities were unable to provide relevant reporting for 2021 within the deadline, often due to differing internal reporting deadlines.

The following UN entities contributed results via UN-INFO on the socio-economic response to the pandemic in 2021: **ECLAC, ESCWA, FAO, IFAD, ILO, IOM, ITC, ITU, OHCHR, UNAIDS, UNCDF, UNDP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNIDO, UNODC, UNOPS, UNRWA, UN-Women, WFP, and WHO.** Global reporting on these indicators concluded at the end of 2021, as the socio-economic response to COVID-19 has been folded into Cooperation Frameworks as of 2022.

UN CONTRIBUTION TOWARDS THE SDGs:
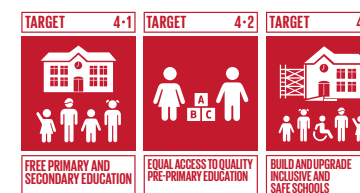## POVERTY REDUCTION, SOCIAL PROTECTION, EDUCATION & BASIC SERVICES

TARGET 1·3 — IMPLEMENT SOCIAL PROTECTION SYSTEMS

17 countries supported to scale up **SOCIAL PROTECTION MECHANISMS**, including floors

133 million children in 95 countries reached with **CASH TRANSFER PROGRAMMES,** of which 19 million children were reached in humanitarian settings

19.7 million refugees, asylum seekers, IDPs & others of concern **ACCESSED PROTECTION SERVICES**, including child protection & gender-based violence prevention & response

3.3 million refugees and asylum-seekers benefited from **INCREASED OR EXPANDED SOCIAL PROTECTION** in 85 countries.

TARGET 4·1 — FREE PRIMARY AND SECONDARY EDUCATION
TARGET 4·2 — EQUAL ACCESS TO QUALITY PRE-PRIMARY EDUCATION
TARGET 4·A — BUILD AND UPGRADE INCLUSIVE AND SAFE SCHOOLS

48.7 million out-of-school children, 50 per cent of them girls, **ACCESSED EDUCATION,** including 6.4 million children on the move & 31.7 million in humanitarian settings
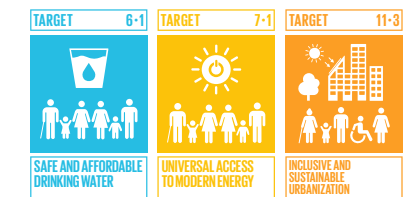
TARGET 1·4 — EQUAL RIGHTS TO OWNERSHIP BASIC SERVICES, TECHNOLOGY AND ECONOMIC RESOURCES
TARGET 2·3 — DOUBLE THE PRODUCTIVITY AND INCOMES OF SMALL-SCALE FOOD PRODUCER
TARGET 5·A — EQUAL RIGHTS TO ECONOMIC RESOURCES, PROPERTY OWNERSHIP AND FINANCIAL SERVICES
TARGET 14·B — SUPPORT SMALL SCALE FISHERS

58 countries supported to **IMPROVE RURAL POOR'S ACCESS** to services, finance, knowledge, technologies, infrastructure, markets & natural resources to **STRENGTHEN PRODUCTIVITY & IMPROVE LIVELIHOODS**

TARGET 4·1 — FREE PRIMARY AND SECONDARY EDUCATION
TARGET 4·5 — ELIMINATE ALL DISCRIMINATION IN EDUCATION

112 countries supported education response to the pandemic through the **GLOBAL EDUCATION COALITION**

TARGET 6·1 — SAFE AND AFFORDABLE DRINKING WATER
TARGET 6·2 — END OPEN DEFECATION AND PROVIDE ACCESS TO SANITATION AND HYGIENE

16 million people gained access to SAFE WATER SERVICES; in humanitarian settings, 33.2 million people accessed safe water for drinking, cooking & personal hygiene; **19.9 million people gained access to BASIC SANITATION SERVICES**

TARGET 6·1 — SAFE AND AFFORDABLE DRINKING WATER
TARGET 7·1 — UNIVERSAL ACCESS TO MODERN ENERGY
TARGET 11·3 — INCLUSIVE AND SUSTAINABLE URBANIZATION

200K people in slums & informal settlements in 45 countries **SUPPORTED TO ACCESS BASIC SERVICES**

TARGET 11·4 — PROTECT THE WORLD'S CULTURAL AND NATURAL HERITAGE

CONSERVATION & MANAGEMENT CAPACITIES enhanced in **33 World Heritage properties,** including through engagement of 400 civil society stakeholders

TARGET 11·7 — PROVIDE ACCESS TO SAFE AND INCLUSIVE GREEN AND PUBLIC SPACES

26 countries supported to deliver **SAFE, ACCESSIBLE & INCLUSIVE PUBLIC SPACES** through capacity development initiatives & public space interventions; impacting the lives of **470K people**

UN CONTRIBUTION TOWARDS THE SDGs:
HEALTHY LIVES, NUTRITION & WELL-BEING

TARGET 2·1 UNIVERSAL ACCESS TO SAFE AND NUTRITIOUS FOOD
TARGET 2·2 END ALL FORMS OF MALNUTRITION
TARGET 12·3 HAVE PER CAPITA GLOBAL FOOD WASTE 50%

104 countries supported to design & implement national policies, strategies, regulatory frameworks & investment plans supportive of **EFFICIENT FOOD SYSTEMS**, including to reduce food loss & waste

TARGET 2·2 END ALL FORMS OF MALNUTRITION

118 countries supported to adapt to & continue **MATERNAL & CHILD NUTRITION PROGRAMMES**

400 million children, adolescents & women reached with services for **PREVENTION & TREATMENT OF MALNUTRITION**

TARGET 2·4 SUSTAINABLE FOOD PRODUCTION AND RESILIENT AGRICULTURAL PRACTICES

111 countries supported to develop & publish **NATIONAL FOOD SYSTEM PATHWAYS**, using multi-stakeholder approaches & regional dialogues

TARGET 3·1 REDUCE MATERNAL MORTALITY
TARGET 3·B SUPPORT THE RESEARCH, DEVELOPMENT AND PROVISION OF AFFORDABLE VACCINES AND MEDICINES

1.9 million Palestine refugees supported with universally **ACCESSIBLE PRIMARY HEALTH CARE**

TARGET 3·1 REDUCE MATERNAL MORTALITY
TARGET 3·7 UNIVERSAL ACCESS TO SEXUAL AND REPRODUCTIVE CARE, FAMILY PLANNING AND EDUCATION
TARGET 5·6 UNIVERSAL ACCESS TO REPRODUCTIVE HEALTH AND RIGHTS
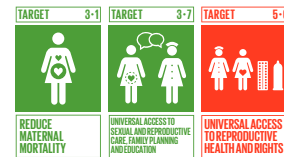
12.5 million unintended pregnancies averted by **PROVIDING CONTRACEPTIVES**

38,400 maternal deaths averted through **CONTRACEPTIVES**

46 million women, adolescents & youth reached with integrated **SEXUAL & REPRODUCTIVE HEALTH SERVICES**

1.25 million women & girls (refugees & asylum-seekers) **ACCESSED SEXUAL & REPRODUCTIVE HEALTH SERVICES** in 50 countries

TARGET 3·3 FIGHT COMMUNICABLE DISEASES
TARGET 3·8 ACHIEVE UNIVERSAL HEALTH COVERAGE

1.4 billion doses of COVID-19 VACCINE DELIVERED through Global COVAX Facility to 145 countries & territories

Joint support provided to **51 countries** under **GLOBAL ACTION PLAN FOR HEALTHY LIVES & WELL-BEING FOR ALL (GAP)** on cross-cutting accelerators such as Primary Health Care

TARGET 3·4 REDUCE MORTALITY FROM NON-COMMUNICABLE DISEASES AND PROMOTE MENTAL HEALTH

> 8.4 million children & adolescents in 111 countries & nearly **3.6 million parents & caregivers** in 97 countries reached with community-based **MENTAL HEALTH & PSYCHOSOCIAL SUPPORT**

841,100 refugees & asylum-seekers received **MENTAL HEALTH & PSYCHOSOCIAL SUPPORT SERVICES** in 85 countries

TARGET 3·5 PREVENT AND TREAT SUBSTANCE ABUSE

45 countries supported on **DRUG PREVENTION**, treatment, care & access to controlled medicines

TARGET 3·8 ACHIEVE UNIVERSAL HEALTH COVERAGE

11 countries supported to develop **SOCIAL HEALTH PROTECTION** policies & systems

9.29 million refugees, asylum seekers received **ESSENTIAL HEALTH CARE SERVICES** in 79 countries

TARGET 3·8 ACHIEVE UNIVERSAL HEALTH COVERAGE
TARGET 3·D IMPROVE EARLY WARNING SYSTEMS FOR GLOBAL HEALTH RISKS

1.7 million referrals to vulnerable individuals, including migrants & forcibly displaced persons, to **ACCESS HEALTH & PSYCHOSOCIAL SUPPORT SERVICES**

UN CONTRIBUTION TOWARDS THE SDGs:
DECENT WORK FOR ALL

TARGET 8·3 PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES
TARGET 8·5 FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY

22 countries supported to **GENERATE DECENT RURAL EMPLOYMENT OPPORTUNITIES**, entrepreneurship & skills development; for youth and women in food, agriculture & related sectors

TARGET 8·5 FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY

5 countries supported to implement policy tool promoting **DECENT EMPLOYMENT FOR WOMEN** through inclusive growth policies & investments in the care economy

Worker's organizations in 48 countries & employer's organizations in 40 countries supported to **IMPROVE OUTREACH & SERVICES** to their members

TARGET 8·7 END MODERN SLAVERY TRAFFICKING AND CHILD LABOUR
TARGET 16·2 PROTECT CHILDREN FROM ABUSE, EXPLOITATION, TRAFFICKING AND VIOLENCE

8 countries ratified the **ILO FORCED LABOUR PROTOCOL**, bringing the total to 57

26 "Pathfinder countries" in the Alliance 8.7, half of which **DEVELOPED ROADMAP ON CHILD LABOUR**

66 countries supported to **ADDRESS CHILD LABOUR**; with **39 countries adopting legislative & policy frameworks** to eliminate the worst forms of child labour

5 countries assisted with adapting domestic legislation to comply with the **UN TRAFFICKING IN PERSONS PROTOCOL**

TARGET 8·8 PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS

138 million workers globally protected with **REDUCED RISK OF INCIDENCE OF WORK-RELATED DEATHS, INJURIES & DISEASES**

20 countries improved SERVICES TO PROTECT MIGRANT WORKERS, through access to emergency services, food, PPE & legal assistance

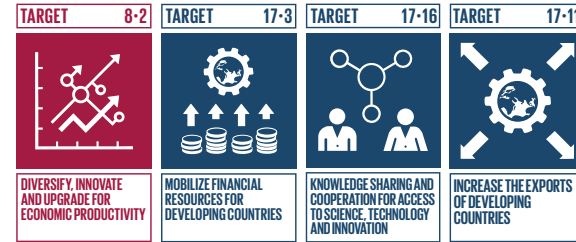**Labour inspectorates in 27 countries** improved their capacity to **ENFORCE NATIONAL LABOUR LEGISLATION**

TARGET 10·4 ADOPT FISCAL AND SOCIAL POLICIES THAT PROMOTE EQUALITY

15 countries supported to set or **IMPROVE MINIMUM WAGES**;

3 countries adopted MINIMUM WAGE SYSTEMS for the first time

UN CONTRIBUTION TOWARDS THE SDGs:
ECONOMIC TRANSFORMATION & FINANCING FOR DEVELOPMENT

2,900 SMEs supported resulting in increased inclusion in value chains, **192 OF WHICH WERE WOMEN-LED SMEs**
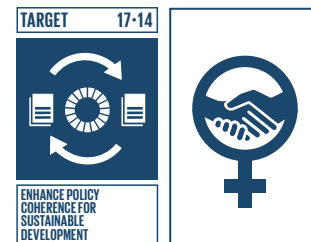
**14 countries supported** in evidence-based formulation & implementation of their **NATIONAL URBAN POLICIES**

> 70 countries supported to develop & implement integrated national financing frameworks that manage all sources of resources **IN LINE WITH ACHIEVING THE SDGs**

68 banks, accounting for 45 per cent of global banking assets serving 1.7 billion people, signed up to the **PRINCIPLES FOR RESPONSIBLE BANKING** to align strategies & practices with SDGs & Paris Agreement

$90 million trade & investment deals facilitated through support to South-South negotiations & completion of trade & investment deals in **KEY SECTORS, EX. AGRIBUSINESS, LIGHT MANUFACTURING, TECHNOLOGY & SERVICES**

56 developing & least developed countries (LDCs) developed/strengthened their capacity to **FORMULATE GENDER-RESPONSIVE TRADE POLICY**
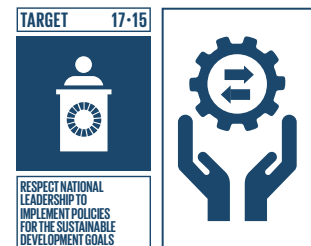
13 LDCs supported on **GRADUATION, SMOOTH TRANSITION & TRADE PROMOTION**

UN CONTRIBUTION TOWARDS THE SDGs:
PEACEFUL SOCIETIES & INCLUSIVE GOVERNANCE
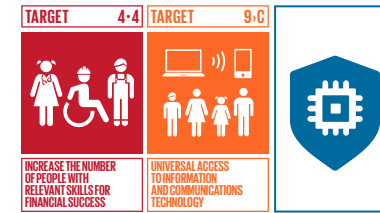
4 cyber-drills at global, regional & national level conducted to enhance countries' ability to **RESPOND TO CYBERSECURITY THREATS;** with 34 cyber-drills cumulatively conducted supporting 120 countries

71 countries supported to improve inclusivity in political & peace processes & decision-making through mediation (in 122 cases), electoral support (in 80 processes or events), & partnerships, including with IFIs, regional organizations & 803 CSOs

100.2 million people tracked through the Displacement Tracking Matrix, enabling humanitarian & development actors to be able to support displaced & mobile populations **CONTEXT-SPECIFIC & EVIDENCE-BASED ASSISTANCE**

42 countries supported with **PREVENTION OF VIOLENT EXTREMISM,** including through developing skills & employment actions to stop hate speech in 40 countries included the innovative use of data & Artificial Intelligence (AI)
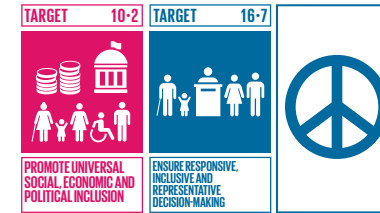
357 cities used participatory planning methodologies & collected spatial data to increase quality & ownership of local plans, & to **FOSTER SUSTAINABLE URBAN DEVELOPMENT**
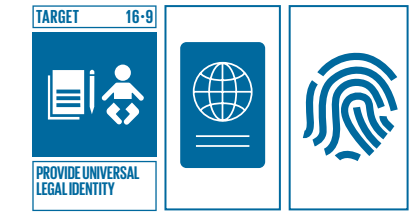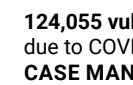
Across **129 countries, 4.4 million children** who had experienced violence **REACHED WITH HEALTH, SOCIAL WORK & JUSTICE SERVICES,** including nearly **45,000 children with disabilities across 64 countries**

124,055 vulnerable migrants stranded due to COVID-19 pandemic **RECEIVED CASE MANAGEMENT SUPPORT**

138 countries supported in implementation of UNCAC to STRENGTHEN LEGAL, POLICY & INSTITUTIONAL ANTI-CORRUPTION FRAMEWORKS, reaching more than 2,300 practitioners from the judiciary, law enforcement, anti-corruption authorities, civil society & private sector

146 State Parties assisted in strengthening responses to transnational organized crime, including through promoting international cooperation, enhancing legislative & strategic frameworks, & participating in the UNTOC Review Mechanism

14 countries reinforced national legal frameworks related to firearms; 2 additional countries adopted new legislation on firearms

13 countries reformed nationality laws, policies & procedures to **CLOSE GAPS LEADING TO STATELESSNESS**

Around **13.9 million births notified across 52 countries; 37.9 million births were registered across 63 countries & around 34.1 million certificates issued in 56 countries**

11 countries supported to **ESTABLISH & STRENGTHEN COLLABORATIVE PLATFORMS** between national human rights institutions (NHRIs) & statistical offices, to develop human rights & SDG indicators

UN CONTRIBUTION TOWARDS THE SDGS:
GENDER EQUALITY & WOMEN'S EMPOWERMENT

5 GENDER EQUALITY

TARGET 5·1
END DISCRIMINATION AGAINST WOMEN AND GIRLS
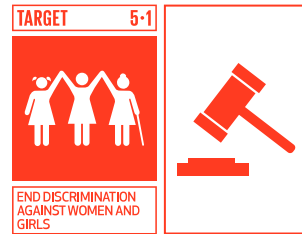
> 231 legislative reform initiatives supported; over 50 percent addressed
discriminatory laws & 60 percent were adopted

TARGET 5·1 END DISCRIMINATION AGAINST WOMEN AND GIRLS
TARGET 5·2 END ALL VIOLENCE AND EXPLOITATION OF WOMEN AND GIRLS

10 countries supported
TO REVISE GENDER-DISCRIMINATORY PROVISIONS IN CRIMINAL LAW & align with international standards on crime prevention & criminal justice responses to violence against women

TARGET 5·2 END ALL VIOLENCE AGAINST AND EXPLOITATION OF WOMEN AND GIRLS

13.9 million people in humanitarian situations benefitted
from **GENDER-BASED VIOLENCE RISK MITIGATION,** prevention or response programmes

TARGET 5·3 ELIMINATE FORCED MARRIAGES AND GENITAL MUTILATION

7.6 million adolescent girls
across 47 countries received **PREVENTION & CARE INTERVENTION TO END CHILD MARRIAGE** related to female genital mutilation (FGM)

10.2 million people reached with EDUCATION, COMMUNICATION & SOCIAL MOBILIZATION platforms
promoting the elimination of female genital mutilation (FGM)

TARGET 5·A EQUAL RIGHTS TO ECONOMIC RESOURCES, PROPERTY OWNERSHIP AND FINANCIAL SERVICES

US$22 million
in finalized business transactions & commitments to transact, as a result of **SUPPORT TO IMPROVE ECOSYSTEM AND BUSINESS ENVIRONMENT FOR WOMEN IN TRADE**

TARGET 8·5 FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY

61 countries developed
GENDER-RESPONSIVE POLICIES & PROGRAMMES FOR EMPLOYMENT PROTECTION & RECOVERY

TARGET 8·8 PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS

7 countries ratified Convention No.190 on
ELIMINATING VIOLENCE & HARASSMENT IN THE WORLD OF WORK

UN CONTRIBUTION TOWARDS THE SDGs:
CLEAN ENERGY & REDUCED POLLUTION

TARGET 11·6 REDUCE THE ENVIRONMENTAL IMPACT OF CITIES
TARGET 12·5 SUBSTANTIALLY REDUCE WASTE GENERATION
TARGET 14·1 REDUCE MARINE POLLUTION

500 major companies aligned behind **NEW PLASTICS ECONOMY COMMITMENT,** a shared vision of a circular economy for plastic that never becomes waste
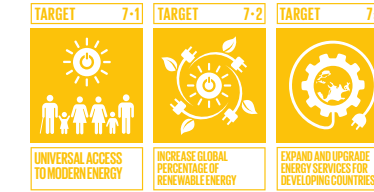
186 countries adopted amendments to Basel Convention to control trans-boundary hazardous waste, to better **CONTROL INTERNATIONAL TRADE IN PLASTIC WASTE, PREVENT ITS GENERATION** & improve sound management

**TARGET 7·3** DOUBLE THE IMPROVEMENT IN ENERGY EFFICIENCY
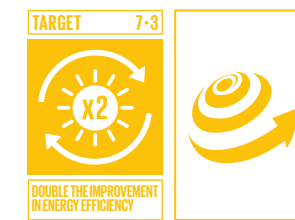
40 countries supported to transition to eco-efficient products through United for Efficiency Initiative. Ex. Brazil, Nigeria & Indonesia leapfrogged markets to fully LED lighting – resulting in **USD 300 MILLION IN ANNUAL CONSUMER SAVINGS** & avoiding need for two large power plants

TARGET 11·6 REDUCE THE ENVIRONMENTAL IMPACT OF CITIES

223 local governments supported on municipal solid waste management systems/performance, to **REDUCE AIR & WATER POLLUTION,** reducing health impacts

TARGET 7·1 UNIVERSAL ACCESS TO MODERN ENERGY
TARGET 7·2 INCREASE GLOBAL PERCENTAGE OF RENEWABLE ENERGY
TARGET 7·B EXPAND AND UPGRADE ENERGY SERVICES FOR DEVELOPING COUNTRIES

USD 400 billion pledged FOR ENERGY ACCESS & CLEAN ENERGY TRANSITION, through the 2021 High-Level Dialogue on Energy (the first of its kind in 40 years) which led to over 150 Energy Compacts aiming to extend power to nearly 400 million people by 2030
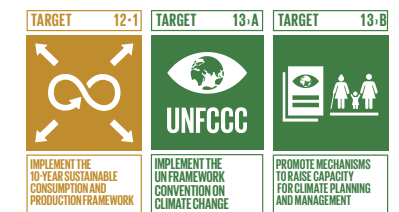
TARGET 9·4 UPGRADE ALL INDUSTRIES AND INFRASTRUCTURES FOR SUSTAINABILITY
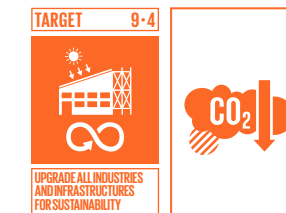
>76.5M tons of CO_2 equivalent emissions & nearly 500K tons of **POLLUTANTS REDUCED OR PHASED OUT,** through support on resource efficient & low-carbon industrial production & access to clean energy for productive use

TARGET 11·2 AFFORDABLE AND SUSTAINABLE TRANSPORT SYSTEMS

> 20 cities improved urban mobility systems through assistance on **PUBLIC TRANSPORT PLANNING, STREET DESIGN** & non-motorized transport, electrification or digitalization of transport

TARGET 12·4 RESPONSIBLE MANAGEMENT OF CHEMICALS AND WASTE

24,166 MEGATONS OF HAZARDOUS CHEMICALS ELIMINATED, protecting 8.2 million people from exposure to toxins through 170 national regulations

TARGET 12·1 IMPLEMENT THE 10-YEAR SUSTAINABLE CONSUMPTION AND PRODUCTION FRAMEWORK
TARGET 13·A IMPLEMENT THE UN FRAMEWORK CONVENTION ON CLIMATE CHANGE (UNFCCC)
TARGET 13·B PROMOTE MECHANISMS TO RAISE CAPACITY FOR CLIMATE PLANNING AND MANAGEMENT

13 developing countries increased investment in low-carbon projects
through the Seed Capital Assistance Facility resulting in **> 1,000 MW CLEAN ENERGY DEVELOPMENT, PROJECTED CO_2 MITIGATION OF > 3 MILLION TONS** per annum & 10,000 new jobs

UN CONTRIBUTION TOWARDS THE SDGs:
CLIMATE RESILIENCE & BIODIVERSITY

TARGET 1·5 | **TARGET 11·B** | **TARGET 13·1**
BUILD RESILIENCE TO ENVIRONMENTAL ECONOMIC AND SOCIAL DISASTERS | IMPLEMENT POLICIES FOR INCLUSION RESOURCE EFFICIENCY AND DISASTER RISK REDUCTION | STRENGTHEN RESILIENCE AND ADAPTIVE CAPACITY TO CLIMATE RELATED DISASTERS

> 6.2 million individuals, including mobile populations, **SUPPORTED TO RESPOND TO THREATS OF NATURAL HAZARDS** & ensure a sustainable recovery in 58 countries/territories

TARGET 13·1
STRENGTHEN RESILIENCE AND ADAPTIVE CAPACITY TO CLIMATE RELATED DISASTERS

79 countries have riverine flood forecasting, 58 have operational flash floods **FORECASTING & WARNING SERVICES,** & 53 operate drought warning services – through support from the Global Hydrological Status and Outlook System (HydroSOS)

TARGET 15·2
END DEFORESTATION AND RESTORE DEGRADED FORESTS

15 member organizations of Collaborative Partnership on Forests enhanced their efforts to promote implementation of **SUSTAINABLE FOREST MANAGEMENT**

TARGET 12·1 | **TARGET 13·A** | **TARGET 13·B**
IMPLEMENT THE 10-YEAR SUSTAINABLE CONSUMPTION AND PRODUCTION FRAMEWORK | IMPLEMENT THE UN FRAMEWORK CONVENTION ON CLIMATE CHANGE | PROMOTE MECHANISMS TO RAISE CAPACITY FOR CLIMATE PLANNING AND MANAGEMENT

USD 10 trillion in assets managed by the **NET-ZERO ASSET OWNER ALLIANCE** to align portfolios with a 1.5°C scenario

TARGET 8·3 | **TARGET 8·4** | **TARGET 12·1** | **TARGET 13·2**
PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES | IMPROVE RESOURCE EFFICIENCY IN CONSUMPTION AND PRODUCTION | IMPLEMENT THE 10-YEAR SUSTAINABLE CONSUMPTION AND PRODUCTION FRAMEWORK | INTEGRATE CLIMATE CHANGE MEASURES INTO POLICIES AND PLANNING

41 countries supported in **TRANSITION TO INCLUSIVE GREEN ECONOMY** & shift to sustainable consumption & production

TARGET 14·A | **TARGET 17·7**
INCREASE SCIENTIFIC KNOWLEDGE, RESEARCH AND TECHNOLOGY FOR OCEAN HEALTH | PROMOTE SUSTAINABLE TECHNOLOGIES TO DEVELOPING COUNTRIES

USD 840 million leveraged financing for science through **THE UN DECADE OF OCEAN SCIENCE FOR SUSTAINABLE DEVELOPMENT**

TARGET 15·7 | **TARGET 14·4**
ELIMINATE POACHING AND TRAFFICKING OF PROTECTED SPECIES | SUSTAINABLE FISHING

30 Member States supported to strengthen **CORRUPTION PREVENTION AND CRIMINAL JUSTICE MEASURES TO ADDRESS WILDLIFE,** forest, minerals-related crimes, & fisheries-related offences

TARGET 15·6 | **TARGET 15·9**
PROMOTE ACCESS TO GENETIC RESOURCES AND FAIR SHARING OF THE BENEFITS | INTEGRATE ECOSYSTEM AND BIODIVERSITY IN GOVERNMENTAL PLANNING

90+ countries supported through BioTrade Initiative to **SUSTAINABLY TRADE GOODS AND SERVICES** that conserve & sustainably use biodiversity, generate income for rural communities & incorporate biodiversity into legislative & policy frameworks
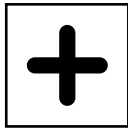
TARGET 13·2 | **TARGET 13·B**
INTEGRATE CLIMATE CHANGE MEASURES INTO POLICIES AND PLANNING | PROMOTE MECHANISMS TO RAISE CAPACITY FOR CLIMATE PLANNING AND MANAGEMENT
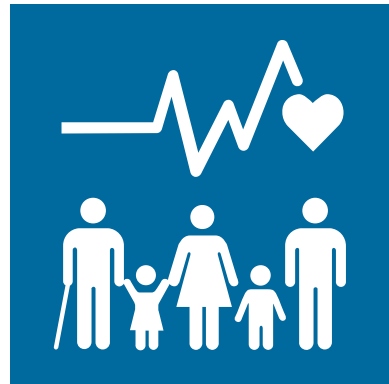
48 Member States developed or updated **NATIONALLY DETERMINED CONTRIBUTIONS** (NDCs)

COVID-19 RESPONSE - HEALTH FIRST:
PROTECTING HEALTH SERVICES AND SYSTEMS DURING THE CRISIS

>52M people accessing essential (non-COVID) health services: **VACCINATIONS**

>61M people accessing essential (non-COVID) health services: **MATERNAL HEALTH**

>27M people accessing essential (non-COVID) health services: **NUTRITION**

>450K health facilities supported by UN to maintain essential immunizations amid COVID: **MODIFIED IMMUNIZATION SESSIONS**

>900k health facilities supported by UN to maintain essential immunizations amid COVID: **IMMUNIZATION CATCH-UP SESSIONS**

>3.3m health facilities supported by UN to maintain essential immunizations amid COVID: **IMMUNIZATION TRAINING/ SUPPLIES**

>150K health facilities supported by UN to maintain essential immunizations amid COVID: **REPORTING ON VACCINE STOCK STATUS**

>28K health facilities supported by UN to maintain essential immunizations amid COVID: **SURVEILLANCE OF VPDs**

>306K health facilities supported by UN to maintain essential immunizations amid COVID: **OTHER**

>2.6M health workers supported by UN to maintain essential services amid COVID: **HEALTH WORKERS AT HEALTH CARE FACILITIES**

>1.4M of health workers supported by UN to maintain essential services amid COVID: **COMMUNITY HEALTH WORKERS**

>106 countries protecting health services and systems: **SET OF CORE ESSENTIAL SERVICES TO BE MAINTAINED DURING COVID**

>96 countries protecting health services and systems: **WORKING GROUP FOR MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT**

>101 countries protecting health services and systems: **HEALTH POLICIES INFORMED BY SOCIO-ECONOMIC IMPACT ASSESSMENT**
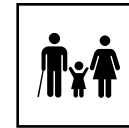
COVID-19 RESPONSE - PROTECTING PEOPLE:
SOCIAL PROTECTION AND BASIC SERVICES

>49M people reached with critical **WASH SUPPLIES AND SERVICES**

>183M children supported with **DISTANCE/ HOME-CASED LEARNING**

>32M primary school children receiving meals, such as **TAKE-HOME MEALS**

119 countries with measures to address GBV amid COVID: **VIOLENCE PREVENTION & RESPONSE INTO COVID RESPONSE PLANS**

120 countries with measures to address GBV amid COVID: **RAISE AWARENESS THROUGH ADVOCACY AND CAMPAIGNS**

118 countries with measures to address GBV amid COVID: **OPTIONS FOR WOMEN TO REPORT ABUSE/SEEK HELP WITH PROTECTION**

118 countries with measures to address GBV amid COVID: **ENSURE CONTINUED FUNCTIONING/ EXPANSION OF SHELTERS FOR VICTIMS**

111 countries with measures to address GBV amid COVID: **ENSURE WOMEN'S ACCESS TO JUSTICE**

# of beneficiaries of social protection schemes/services related to COVID: FINANCIAL AID PACKAGES

>1M beneficiaries of social protection schemes/services related to COVID: **CASH FOR PRODUCTIVITY/ TRANSFER PROGRAMMES**

>17M beneficiaries of social protection schemes/services related to COVID: **FOOD AND NUTRITION SCHEMES**

>300K beneficiaries of social protection schemes/services related to COVID: **LEGAL AID SERVICES**

>200K beneficiaries of social protection schemes/services related to COVID: **HUMAN RIGHT PROTECTION SERVICES**

>3.8M beneficiaries of social protection schemes/services related to COVID: **PSYCHOSOCIAL SUPPORT SERVICES**
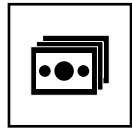
COVID-19 RESPONSE - ECONOMIC RESPONSE AND RECOVERY:
PROTECTING JOBS, SMALL AND MEDIUM-SIZED ENTERPRISES, AND INFORMAL SECTOR WORKERS
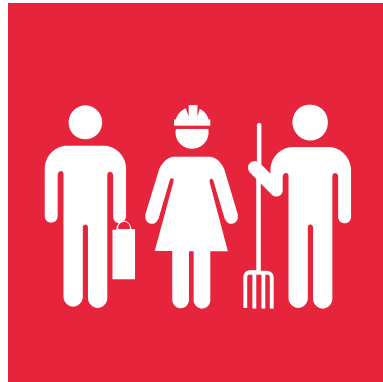
88 countries that reinforce UN supported employment policies/regulations/decent work for: **WOMEN**

90 countries that reinforce UN supported employment policies/regulations/decent work for: **YOUTH (15-19)**

84 countries that reinforce UN supported employment policies/regs./decent work for: **OWN ACCOUNT/FAMILY WORKERS**

81 countries that reinforce UN supported employment policies/regulations/decent work for: **MIGRANT WORKERS**

70 countries that reinforce UN supported employment policies/regulations/decent work for: **WORKERS W/DISABILITIES**

>100k private sector companies and formal/informal sector workers supported amid COVID: **MSMEs**

>30K private sector companies and formal/informal sector workers supported amid COVID: **PRIVATE SECTOR (EXCL. MSMEs)**

>1.1m private sector companies and formal/informal sector workers supported amid COVID: **FORMAL SECTOR WORKERS**

>1.3M private sector companies and formal/informal sector workers supported amid COVID: **INFORMAL SECTOR WORKERS**

98 countries adopting stimulus packages for COVID economic response/recovery: **CLIMATE & ENVIRON. SENSITIVE**

103 countries adopting stimulus packages for COVID economic response/recovery: **GENDER RESPONSIVE**

>12m direct beneficiaries of food supply protection regimes to: **PROTECT LIVELIHOODS BY ADDRESSING FOOD SUPPLY BOTTLENECKS**

>700K direct beneficiaries of food supply protection regimes to: **IMPROVE PROTECTIVE MEASURES FOR FOOD SUPPLY WORKERS**

COVID-19 RESPONSE - MACROECONOMIC RESPONSE AND MULTILATERAL COLLABORATION
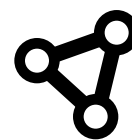
105 countries with socio-econ. impact assessments in response to COVID: **MACRO-MESO ECONOMIC NEEDS ASSESSMENT**

101 countries implementing policies focused on at-risk populations: **SOCIO-ECONOMIC POLICY INCL. EMPLOYMENT**

118 countries with socio-econ. impact assessments in response to COVID: **LABOUR MARKET IMPACT ASSESSMENT**

114 countries with socio-econ. impact assessments in response to COVID: **MULTI-SECTORAL/SECTORAL NEEDS ASSESSMENT**

80 countries with socio-econ. impact assessments in response to COVID: **FISCAL AND PUBLIC DEBT ASSESSMENT**

117 countries with socio-econ. impact assessments in response to COVID: **HUMAN IMPACT NEEDS ASSESSMENT**

117 countries with socio-econ. impact assessments in response to COVID: **GENDER SENSITIVE IMPACT ASSESSMENTS**

94 countries implementing policies focused on at-risk populations: **LABOUR MARKET POLICIES INCL. FOOD SECURITY ASSESS.**
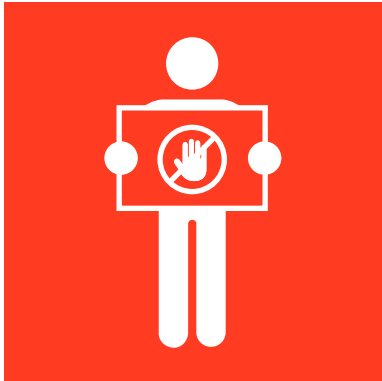
89 countries implementing policies focused on at-risk populations: **FISCAL POLICY**

95 countries implementing policies focused on at-risk populations: **SOCIAL PROTECTION POLICY**

91 countries implementing policies focused on at-risk populations: **WOMEN'S EMPOWERMENT POLICY**

COVID-19 RESPONSE -
SOCIAL COHESION AND COMMUNITY RESILIENCE

>3K community-based orgs. capacitated to respond to the pandemic, fight against COVID violence, and ensure recovery: **WOMEN'S ORGANIZATIONS**

>1.7K community-based orgs. capacitated to respond to the pandemic, fight against COVID violence, and ensure recovery: **YOUTH ORGANIZATIONS**

>200 community-based orgs. capacitated to respond to the pandemic, fight against COVID violence, and ensure recovery: **URBAN COMMUNITY-BASED ORGANIZATIONS**

>1.3K community-based orgs. capacitated to respond to the pandemic, fight against COVID violence, and ensure recovery: **RELIGIOUS COMMUNITY ORGANIZATIONS**

>33K community-based orgs. capacitated to respond to the pandemic, fight against COVID violence, and ensure recovery: **INDIGENOUS COMMUNITY**

>2K community-based orgs. capacitated to respond to the pandemic, fight against COVID violence, and ensure recovery: **COMMUNITY-BASED ORGS. IN FRAGILE / CONFLICT-AFFECTED COUNTRIES**

>19K community-based orgs. capacitated to respond to the pandemic, fight against COVID violence, and ensure recovery: **COMMUNITY-BASED ORG. REPRESENTING OTHER AT-RISK POPULATION**

>19K community-based orgs. capacitated to respond to the pandemic, fight against COVID violence, and ensure recovery: **COMMUNITY-BASED ORGS. PROVIDING LIVELIHOODS SUPPORT**

>1.1K social dialogue, advocacy & political engagement spaces facilitated: **SPACES AT SUB-NATL. LEVEL FOR EITHER/BOTH OF THE ABOVE**

>300 social dialogue, advocacy & political engagement spaces facilitated: **SOCIAL DIALOGUE SPACES AT NATL. LEVEL**

>3.3K social dialogue, advocacy & political engagement spaces facilitated: **SOCIAL DIALOGUE SPACES AT SUB-NATL. LEVEL**

>350 social dialogue, advocacy & political engagement spaces facilitated: **SPACES AT NATL. LEVEL**

>300 organizations benefiting from inst. capacity building: **EMPLOYER'S AND BUSINESS ORGANIZATIONS (EBMOs)**

>300 organizations benefiting from inst. capacity building: **TRADE UNIONS**

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Front Cover: WFP/Sylvain Cherkaoui | Back Cover: UNHCR/Kamrul Hasan