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

Development Coordination Office

Report of the Chair of the United Nations Sustainable Development Group

Summary

The investments agreed to by Member States to strengthen the leadership, impartiality, accountability and effectiveness of the resident coordinator system are yielding clear returns in enhancing the United Nations development system's support for national Governments to advance the Sustainable Development Goals. The present report provides details on the development coordination results in 2022, which helped to foster more coherent support for tailored solutions under the Goals aligned to countries' priorities. In addition, it includes, for the first time, reporting against the revised multi-annual resident coordinator system results framework pursuant to General Assembly resolution [76/4](#) and Economic and Social Council resolution [2022/25](#). More details on development coordination results in various countries can be found on the website of the Development Coordination Office (<https://un-dco.org>) and on the United Nations Sustainable Development Goals data portal, UN-Info (<https://uninfo.org>).

Surveys by the Department of Economic and Social Affairs of host country Governments, United Nations country team members and donors, as well as independent evaluations, continue to validate the resident coordinator system's direction of travel. A total of 87 per cent of host Governments report that resident coordinators increased their ability to serve as an entry point to the United Nations offer, compared with before the repositioning of the United Nations development system; 90 per cent say that resident coordinators have the right profile and skill sets to support their country's development; and over 88 per cent note that resident coordinators effectively lead the delivery of strategic support for national plans and priorities.



The report reflects on the challenges related to the resident coordinator system in delivering results consistently and sustainably and highlights key areas of support where scaling back began in 2022, and continues in 2023, as a result of the persisting funding gap. Adequate and predictable funding, along with further consolidation of United Nations development system reform, will be essential for the resident coordinator system to deliver the coherent, effective and efficient support needed by countries as they work to accelerate progress towards achieving the Sustainable Development Goals.

I. Introduction

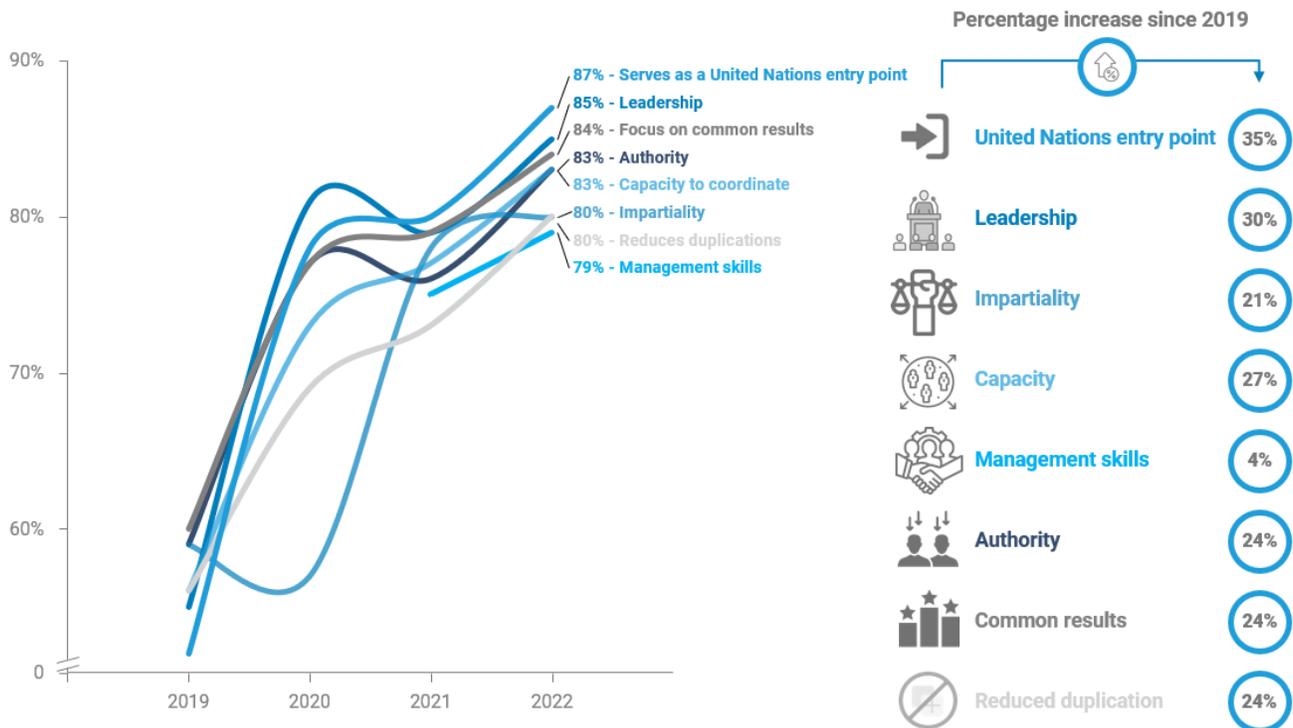
1. Midway down the path towards achieving the Sustainable Development Goals, rising inequalities, surging conflicts, lingering socioeconomic impacts of the coronavirus disease (COVID-19) pandemic, spillovers from the war in Ukraine and the widespread effects of the climate emergency constitute tremendous challenges for sustainable development. Strong, integrated and expert United Nations leadership, as envisioned in the repositioning of the United Nations development system, is now more essential than ever if the United Nations is to respond effectively and at the scale needed to rescue the Sustainable Development Goals and meet their promise by 2030. The Secretary-General has called for a “decade of transformation” to accelerate their achievement. Indeed, the surveys administered by the Department of Economic and Social Affairs to Governments, resident coordinators, United Nations country teams and the headquarters of United Nations development system entities show that demands for support have increased on all fronts – from social protection to policy advice on climate change and to human rights, quality education, gender equality and women’s empowerment, youth, digital technology and cooperation.

2. In 2022, the resident coordinator system, comprised of the Development Coordination Office in New York and in five regions, as well as 130 resident coordinators and their offices around the world, continued to leverage investments in coordination enabled by the reforms of the United Nations development system. All data point in the same direction: leadership, connecting and convening in the resident coordinator system enabled a more decisive stepping-up of the development system to help to address critical triggers for development acceleration, such as transformation of food systems and education, climate action and financing of the Sustainable Development Goals, while continuing to offer a strategic entry point to United Nations expertise, forging partnerships, building resilience to shocks, mobilizing funding for joined-up action and leveraging financing of the Goals at scale. The Development Coordination Office and resident coordinators also devoted significant attention to helping United Nations entities to advance cost efficiencies in their operations at the country level, so that more resources would be freed up to support country-level programming. Efforts also continued to improve transparency and accountability for results, including through a revised multi-annual resident coordinator system results framework, which was used for the first time this year to report on results achieved in 2022 (see annex II).

3. As in previous years, feedback from the surveys administered in 2022 by the Department of Economic and Social Affairs of various stakeholders continued to paint a robust picture of results. Two thirds of host countries’ responses to the survey reconfirmed the value of the reinvigorated cohort of resident coordinators, with significant increases on key dimensions compared with 2019 (see figure 1). Of the 48 contributing country Governments that responded, 88 per cent agreed that the resident coordinator system had stepped up collective and coherent action and had helped to leverage the comparative advantages of United Nations entities, and over 77 per cent reported that the system had helped to minimize duplication of efforts and advance the efficient use of resources. The body of independent evaluation evidence on the value addition of the resident coordinator system also mounted in 2022: the final report on the system-wide evaluation of the United Nations development system socioeconomic response to COVID-19, issued in October 2022, acknowledged the role of resident coordinators in fostering an effective response by the development system to the pandemic. The evaluation by the Office of Internal Oversight Services (OIOS) on the relevance and effectiveness of Development Coordination Office regional teams ([E/AC.51/2023/2](#)) attested to their importance in enabling resident coordinators to fulfil their leadership and coordination role. The system-wide

evaluation of the Joint Sustainable Development Goals Fund noted the resident coordinators’ strategic role in enabling United Nations country teams to access the Fund’s resources. Recommendations from the Board of Auditors (see [A/77/5 \(Vol. I\)](#)) also recognized the positive results achieved. Finally, an independent evaluation of engagement by the United Nations Population Fund (UNFPA) in reform of the development system – a first of its kind among entities of the United Nations Sustainable Development Group – noted that the reformed development system, including independent resident coordinators, had enabled UNFPA to position its strategic priorities and leverage joint programming for results.

Figure 1
Governments reporting that resident coordinators have strengthened/increased support provided in key dimensions



Source: Department of Economic and Social Affairs survey of host country Governments, 2022.

Note: Management skills added as a response category in 2021.

4. Nevertheless, these gains need to be protected and sustained over time. As the reinvigorated resident coordinator system enters its fifth year and moves beyond its start-up phase, challenges persist. High shares of earmarked funding continue to produce, albeit unintentionally, negative incentives and foster competition for resources; different business models across entities affect the system’s ability to deliver integrated support; and fragmented governance arrangements across governing bodies require stronger oversight by Member States. Importantly, the continued gap in funding for the resident coordinator system could ultimately jeopardize its ability to lead the drive for collective action and may also result in additional work for country team members (see [DP/FPA/2023/CRP.1](#)), particularly smaller offices, hampering their ability to fully focus on programme delivery. It is essential to uphold the commitments made upon approval of the reforms in 2018 and in subsequent General Assembly and Economic and Social Council resolutions, as seen particularly in the 2020 quadrennial comprehensive policy review of operational

activities for development of the United Nations development system and the 2021 review of the resident coordinator system by the Assembly.

II. Leadership for sustainable development results: resident coordinator system capabilities for the 2030 Agenda for Sustainable Development

A. Leadership by the resident coordinators and their offices

Strengthened resident coordinator leadership in support of national needs and priorities

5. As illustrated throughout the present report, resident coordinators stepped up to rally the full force of United Nations country teams to respond more effectively to the diverse needs and priorities of countries against a backdrop of yet another year of global crises and increased volatility. They leveraged their neutral position to convene multi-stakeholder policy platforms around Sustainable Development Goal priorities for the least developed countries, as in Lesotho; to connect Governments, donors and partners in land-locked developing countries, as in Azerbaijan; to facilitate access to concessional financing at scale for middle-income countries, as in Indonesia and Kenya; and to lead studies in Samoa to support the positions of small island developing States around the questions of loss and damage at the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

6. These results accrued from the significant investments made by the Development Coordination Office to revamp the resident coordinator selection system so as to deploy the right person to the right place at the right time. The resident coordinator/humanitarian coordinator talent pipeline, a rigorous and transparent pathway, is being strengthened day after day. Historic barriers to applications from external candidates, which marked the system before the reforms, have been removed, allowing the identification of the best talent from inside and outside the United Nations. Agency endorsement and internal voting on resident coordinators have been replaced by a more transparent and professional system, and the Secretary-General is able to deploy the right profiles in different country contexts, as long as candidates have been successful in joining the resident coordinator pool through a rigorous external assessment. Close collaboration with the Office for the Coordination of Humanitarian Affairs now helps to ensure seamless deployment in countries where resident coordinators also serve as humanitarian coordinators. In 2022, 53 new candidates were included in the pipeline, bringing the total to 182. They benefited from training, career coaching and exposure to serving resident coordinators in preparation for leadership positions. Of these, 64 candidates successfully passed the resident coordinator assessment process and can now apply for resident coordinator posts.

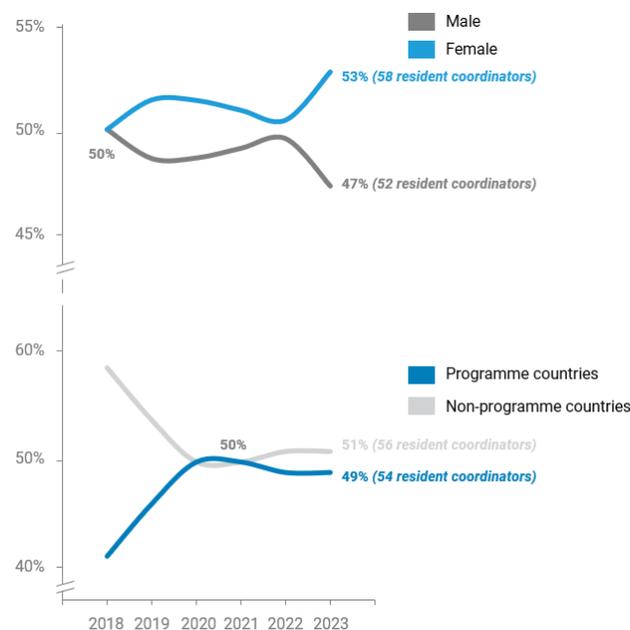
7. In addition, under the leadership of the Chair of the United Nations Sustainable Development Group, the Development Coordination Office worked closely with the Office for the Coordination of Humanitarian Affairs on the selection of candidates for positions of resident coordinator and humanitarian coordinator and with the Department of Political and Peacebuilding Affairs and the Department of Peace Operations on selections for positions of deputy special representative of the Secretary-General, resident coordinator and humanitarian coordinator, and in enabling these leaders to interact with each other and with headquarters. In 2022, with the concurrence of the Advisory Committee on Administrative and Budgetary Questions, seven resident coordinator positions were reclassified from the D-1 to the D-2 level in response to specific country needs as a result of changes in contexts, increasing complexity and humanitarian coordination requirements.

8. The Development Coordination Office minimized resident coordinator leadership gaps by advertising resident coordinator posts a year in advance and fast-tracking recruitment with the new selection system. While rapid placement depends on the acceptance by Governments of the proposed candidate, there is clear progress: resident coordinators working ad interim decreased to 12 per cent in 2022, from nearly 20 per cent in 2019.

9. Upon deployment, resident coordinators, particularly first-time resident coordinators and those from outside the United Nations, benefited from a robust support package, including briefings from entities of the United Nations Sustainable Development Group, mentoring from experienced resident coordinators and virtual sessions and in-person workshops to unpack the resident coordinator role. Throughout the year, the Development Coordination Office also provided continuous opportunities for peer exchange and leadership feedback through virtual gatherings, webinars and the annual global meeting of the Secretary-General with resident coordinators.

10. As a result, the resident coordinator cadre is increasingly diverse, better reflecting the needs of host countries (see figures 2, 3 and 4). By the end of March 2023, 55 per cent of serving resident coordinators were new appointees following the reforms. Gender parity has been maintained and geographic balance is improving steadily, despite normal fluctuations. United Nations entities represented in the resident coordinator career track increased from 17 in 2019 to 23 today, including, for the first time, candidates from the Development Coordination Office, the Executive Office of the Secretary-General, the International Fund for Agricultural Development (IFAD), the regional commissions, the United Nations Office for Disaster Risk Reduction and the United Nations Industrial Development Organization (UNIDO). The number of resident coordinators from outside the United Nations also increased from 4 in 2019 (3 per cent) to 10 (9 per cent) today, now constituting the second-largest group of resident coordinators. Statistics concerning resident coordinators are available in real time on the Sustainable Development Goals data portal (<https://uninfo.org>).

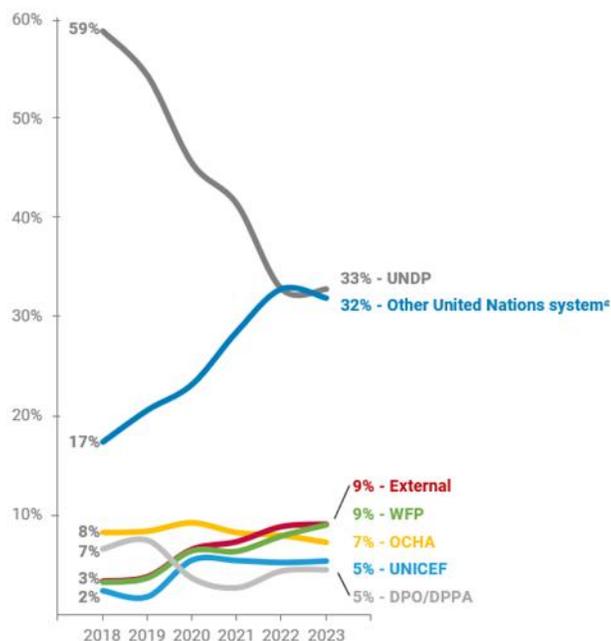
Figure 2
Resident coordinators by gender and nationality



Source: Development Coordination Office, 2023.

Note: 2023 figure is as of March 2023.

Figure 3
Resident coordinators by entity of origin, 2018–2023



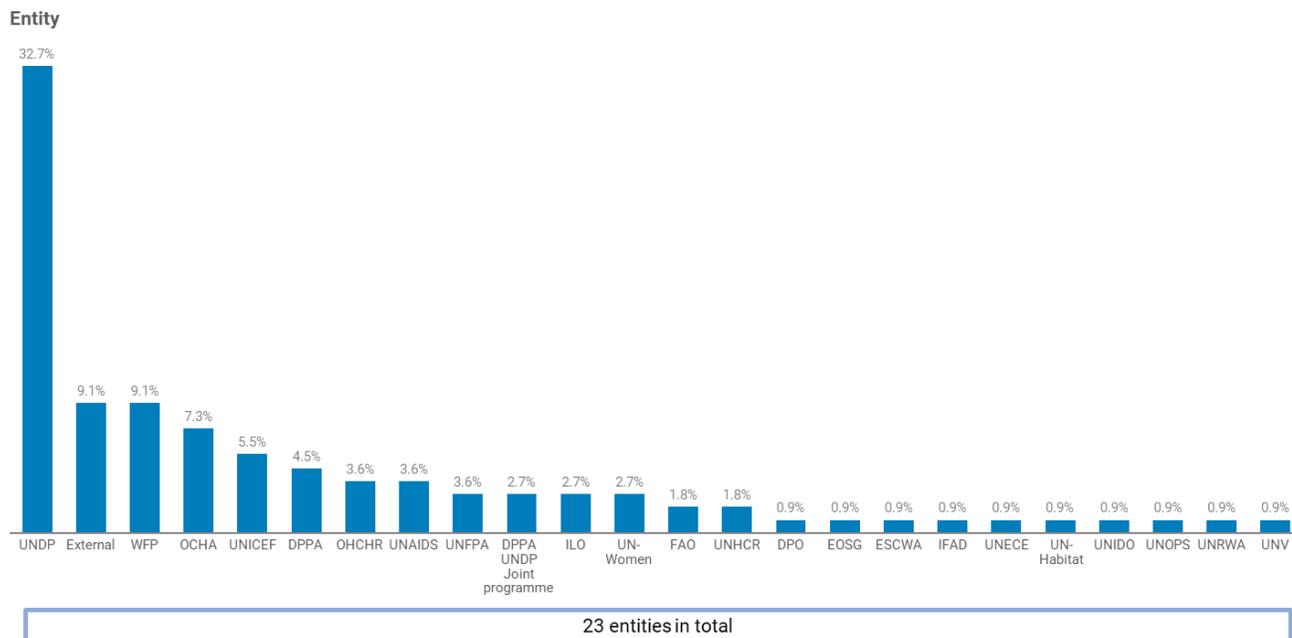
Source: Development Coordination Office, 2023.

Note: 2023 figure is as of March 2023.

Abbreviations: DPO, Department of Peace Operations; DPPA, Department of Political and Peacebuilding Affairs; OCHA, Office for the Coordination of Humanitarian Affairs; UNDP, United Nations Development Programme; UNICEF, United Nations Children's Fund; and WFP, World Food Programme.

^a Includes Department of Political and Peacebuilding Affairs, Department of Operational Support, Economic Commission for Europe, Economic and Social Commission for Western Asia, Executive Office of the Secretary-General, Food and Agriculture Organization of the United Nations (FAO), IFAD, International Labour Organization (ILO), Office of the United Nations High Commissioner for Human Rights (OHCHR), Office of the United Nations High Commissioner for Refugees (UNHCR), Joint United Nations Programme on HIV/AIDS (UNAIDS), UNDP, UNFPA, United Nations Human Settlements Programme (UN-Habitat), UNIDO, United Nations Office for Project Services (UNOPS), United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), United Nations Volunteer Programme (UNV) and United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

Figure 4
Resident coordinators by entity of origin, 2022



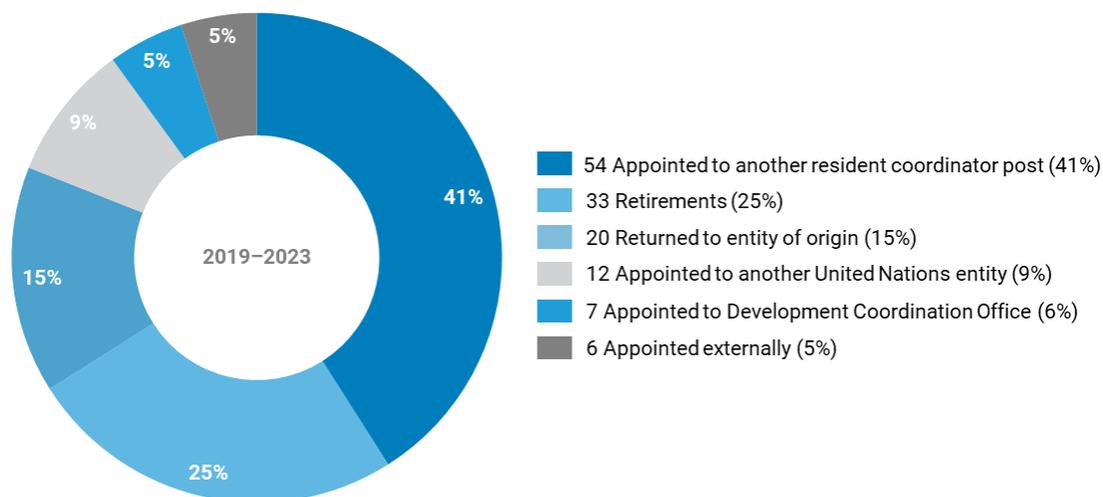
Source: Development Coordination Office, March 2023.

Abbreviations: EOSG, Executive Office of the Secretary-General; ESCWA, Economic and Social Commission for Western Asia; UNECE, Economic Commission for Europe.

11. Proactive analysis of individual country preferences and talent scouting ensure that resident coordinator profiles better match specific country needs. The performance appraisal process for resident coordinators is also more robust than ever, including inputs from various stakeholders and ultimate appraisal by the Secretary-General himself, reinforcing his direct oversight of resident coordinators.

12. The resident coordinator career track is becoming an increasingly appealing professional opportunity. Career opportunities following an assignment as a resident coordinator are expanding: of the 125 resident coordinators departing a country assignment since the reforms, 40 per cent secured a role as a resident coordinator in another country and a quarter were appointed to other United Nations entities or returned to their entities of origin, for example as regional directors and in other senior roles (see figure 5). Some were headhunted by other national or multilateral entities.

Figure 5
Resident coordinator career movements, 2019–2023



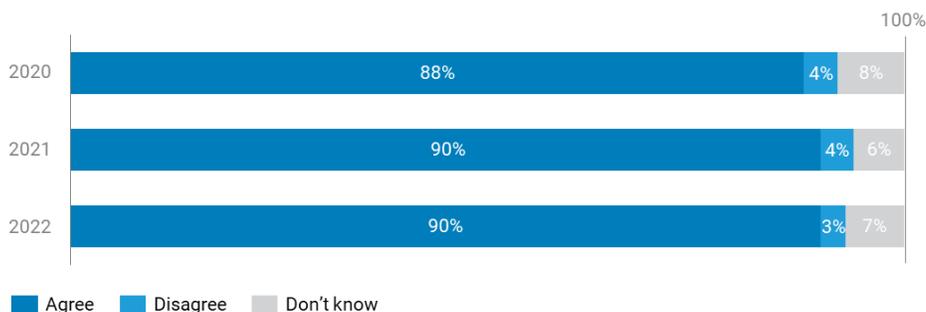
Source: Development Coordination Office.

Note: 2023 figure is as of March 2023.

13. Host country Governments remain overwhelmingly satisfied with the resident coordinator profile and leadership. In 2022, 90 per cent agreed that resident coordinators had the needed profile and skill sets (see figure 6). As indicated in figure 1, the vast majority (85 per cent) confirmed that resident coordinators provided strengthened leadership compared with before the reform and that under resident coordinator leadership, better aligned United Nations activities were responding to national priorities. In addition, 80 per cent agreed that resident coordinators displayed strengthened/increased impartiality vis-a-vis United Nations entities than they had before the reforms, a perception shared equally by members of United Nations country teams (80 per cent).

Figure 6
Views of host country Governments on the profile and skill sets of resident coordinators

Host country Governments' response to:
The Resident Coordinator has the right profile and skill sets to support your country's development:



Source: Department of Economic and Social Affairs survey of host country Governments, 2022.

14. The effective exercise of coherent leadership at the country level requires consideration of the entire leadership of United Nations country teams. Implementation of the dual reporting model between resident coordinators and country team members remains uneven. While the Development Coordination Office ensures that entity representatives and regional directors are systematically asked for feedback on the performance of resident coordinators, not all entities ask resident coordinators to appraise the performance of their representatives. Few entities consult the resident coordinator on the skill sets and leadership profile of their representatives, as is required, leading to all-male country teams in at least one instance or country teams lacking the right profiles for the country. The 10 Sustainable Development Goal leadership laboratories held in 2022¹ were valuable to build capacity within the United Nations development system in leadership, collaboration and innovation, but insufficient funding poses an obstacle to scaling up and iterating them across more country teams.

Strengthened resident coordinator office capacities in support of resident coordinators and United Nations country teams

15. Prior to 2019, over half of the resident coordinator offices had only one or no substantive coordination staff. The reforms helped to level the playing field through investments in standard core capacities delivering a minimum indispensable coordination infrastructure for all host countries. In 2022, 91 per cent of resident coordinator system personnel were based in the field, supporting resident coordinators and United Nations country teams with stronger strategic planning, economic analysis, partnerships, data and results reporting and communications (see annex I for staffing details). This confirms the highly decentralized nature of the resident coordinator system.

16. The report of the Secretary-General on the review of the resident coordinator system (A/75/905) elaborated on these core capacities and numerous examples of the contributions they have resulted in are available on the new website of the Development Coordination Office. Strategic planners serve as team leaders in resident coordinator offices, ensuring effective and efficient management of the capacities and resources of the office. They play a vital role in supporting resident coordinator leadership of United Nations analysis, planning and programming, especially in elaborating and implementing United Nations sustainable development cooperation frameworks. For example, in Uganda the strategic planner helped to secure strong ties with the Government, identifying needs, finding solutions and mobilizing funding for the cooperation framework for Uganda, while also ensuring continued alignment of workplans with evolving national priorities. Economists in resident coordinator offices have strengthened the capacities of country teams to address economic transformation, forging thematic networks within and outside the United Nations development system, including with international financial institutions. For instance, in support of the work of the Global Crisis Response Group on Food, Energy and Finance, 18 resident coordinator office economists in Europe and Central Asia undertook an analysis of regional economic impacts of the war in Ukraine, supporting national mitigation strategies and identifying needed expertise to inform the resident coordinator and country team response. Resident coordinator office economists in Bangladesh, the Lao People's Democratic Republic and Nepal facilitated peer exchange and supported the three Governments in formulating their strategy for graduation from least developed country status.

¹ The Development Coordination Office works together with the Presenting Institute to hold Sustainable Development Goal leadership laboratories for resident coordinators and the United Nations country teams (see <https://unsdg.un.org/sites/default/files/2023-05/SDG%20Leadership%20Labs.pdf>).

17. Partnerships officers advanced efforts to leverage the resources and assets of the private sector, civil society organizations and academia, as in Uzbekistan through the Forum on Championing Business Sustainability and in Jamaica through the United Nations Partnership Forum, often working in tandem with the resident coordinator office economist, as in Togo. Communications officers have become the conduit for real-time country-level information, providing over 200 updates in 2022 to the Office of the Spokesperson of the Secretary-General on country team support in specific development emergencies. They supported the work of country teams to combat hate speech and were pivotal in rolling out specific advocacy campaigns, as in Namibia's campaign on sustainable food consumption. Data and results reporting officers have helped to improve evidence-based reporting and transparency, including through the UN-Info platform. Several helped to lift support for national statistical capacity, provided in nearly 80 per cent of country teams. In Malawi, for example, the data and results reporting officer coordinated the partnership between the country team and the Government that led to the establishment of a harmonized national management information system.

18. These capacities have continued to prove their worth in many different contexts and resident coordinators consider them essential. The views of country teams help to point to areas in which the support of resident coordinators could be further enhanced (see figure 7). The Development Coordination Office takes note of these ratings to correct course and help the system to continue to improve.

Figure 7

Ratings from United Nations country team members concerning support from resident coordinator offices



Source: Department of Economic and Social Affairs survey of country team members, 2022.

19. The size of resident coordinator offices must be appropriately calibrated to the needs and demands of the country. As initially intended by the reforms, to respond to specific country needs these five core universal substantive capacities are at times complemented through flexible modalities not bearing on the special purpose trust fund. As of May 2022, there were approximately 150 Junior Professional Officers and United Nations Volunteers across all resident coordinator offices providing additional necessary coordination support. The majority of additional capacities (over 250), however, comprise expertise from advisory and pooled funds deployed through centralized entity-to-entity programmes and agreements, based on country needs identified in consultation with national Governments. For example, country

coordinators for the Spotlight Initiative made possible by the European Union are hosted by resident coordinator offices in Honduras, Malawi and Uganda, to mention a few. In 2022, the long-standing partnership with UNDP and the Department of Political and Peacebuilding Affairs enabled 130 peace and development advisers in 73 resident coordinator offices, as in the Gambia and Malawi. Similarly, 43 human rights advisers were deployed with support from OHCHR and the human rights mainstreaming fund hosted by the Development Coordination Office to support national efforts, as in the Republic of Moldova helping to reach vulnerable groups in response to the COVID-19 pandemic and in Kenya identifying underinvestment in key social sectors to help address inequalities. In 2023, in light of UNAIDS scaling back its presence in some countries, HIV/AIDS advisers will be deployed in resident coordinator offices to support national efforts in five countries (Colombia, Gabon, Guyana, Fiji and Kenya).

20. The deployment of these advisers in different contexts reflects the expanding appreciation and reliance of United Nations entities on resident coordinator offices to serve as an independent centre of gravity for advisory expertise. In addition, in contrast to the pre-reform skewed distribution of capacities in a few countries based solely on ad hoc arrangements with bilateral donors, post-reform investments are now distributed much more equitably across all countries, with core capacities ensuring consistent support to help to enable country teams to implement the Sustainable Development Goals universally.

21. To ensure rapid support in development emergencies, a resident coordinator system surge framework was pioneered in 2022, consisting of a rapid-release surge fund from the special purpose trust fund, surge capacities through seven senior roving development coordination officers and a collaborative initiative with the Department of Operational Support to establish standing surge capacity pools with United Nations Secretariat staff. These initiatives enabled resident coordinators to step up efforts to provide essential development coordination support in many crisis countries, including Afghanistan, Burkina Faso, the Democratic Republic of the Congo, Eritrea, Eswatini, Ethiopia, Haiti, Kyrgyzstan, Myanmar, Tajikistan, Sri Lanka, the Sudan, the Syrian Arab Republic, Ukraine and Yemen.

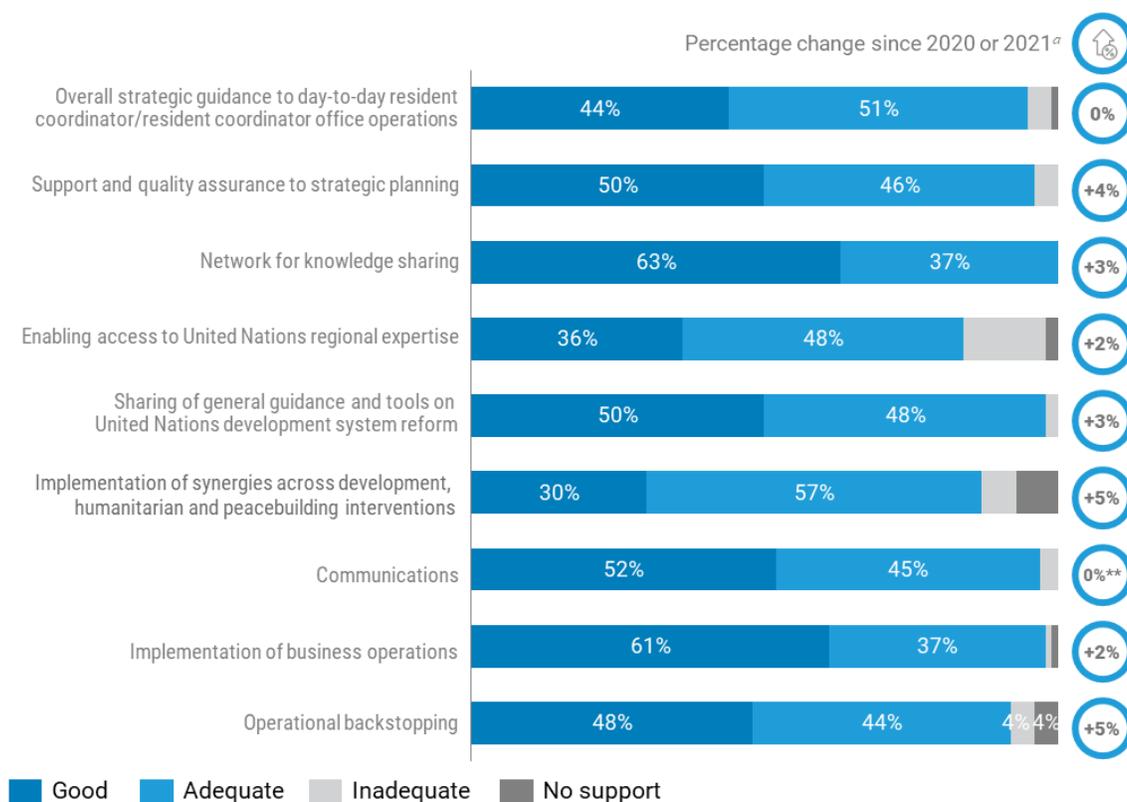
22. The Development Coordination Office invested to the extent possible in strengthening workforce management and creating global and regional communities of practice for different resident coordinator office profiles, given their key functions as knowledge brokers. Monthly policy bulletins and regular webinars with various United Nations entities have become the norm. A new system for peer support among data officers was introduced. A women's talent pipeline was launched to build the capacities and career opportunities for female staff at the National Professional Officer level D and P-4 and P-5 levels; a dedicated national officer talent pipeline will follow in 2023. However, funding constraints significantly hampered the full range of improvements in resident coordinator office staff training, networking across typologies of countries and more consistent induction and performance management, which are needed to build thematic and country-tailored skill sets to maximize staff contributions.

23. Throughout 2022, the vacancy rate in the resident coordinator system remained below 15 per cent on average against the approved staffing structure. In regional coordinator offices, geographic diversity improved, with 116 nationalities now represented among the international Professional level staff, compared with 108 the year before. Gender parity was reached at the P-4 and P-3 levels and the gap at the P-5 level is expected to close in 2023; women also currently represent 49 per cent of the total 356 National Professional Officer workforce.

B. Coordination at the regional level

24. The Development Coordination Office regional teams provide dedicated day-to-day support for resident coordinators and their offices. They are the first responders for wide-ranging demands from resident coordinators and country teams for strategic guidance tailored to the specific needs of each region, from joint planning and transboundary responses, to connecting with regional expertise and resources and to providing a bridge to translate global commitments to country-level action. The 2022 OIOS evaluation of Development Coordination Office regional support (E/AC.51/2023/2) concluded that regional support provided by the Office enhanced the capacity of resident coordinators to better fulfil their leadership and programme coordination roles and that resident coordinators were highly satisfied with the support. This is further evidenced by the year-on-year increase in the satisfaction rates of resident coordinator offices on the support received from the Office's regional teams (see figure 8).

Figure 8
Ratings of support provided by the Development Coordination Office regional teams



Source: UN-Info, information management system survey, 2022.

Note: Communications rating was collected for the first time in 2022.

^a Refers to the change in respondents selecting “good” or “adequate” rating relative to the oldest baseline available (2020 or 2021).

25. The 2022 OIOS evaluation took special note of facilitation by the Development Coordination Office of inter-agency expertise to support the design of cooperation frameworks through the regional peer support groups. By chairing the groups, the Office's regional directors guided every stage of new cooperation framework design processes in 2022, infusing experience from different countries and reflecting

regional priorities, connecting to the broad range of expertise available at the regional and global levels and enhancing quality control and assurance. In Africa, for example, cooperation frameworks serve to advance both the 2030 Agenda for Sustainable Development and Agenda 2063 of the African Union, including for flagship initiatives such as the Agreement Establishing the African Continental Free Trade Area.

26. The Development Coordination Office also plays an essential role as part of the joint secretariat of the new regional collaborative platforms by facilitating connection to expertise from relevant regional entities. This is seen in the technical expertise sourced from thematic issue-based coalitions for the Maldives, Nepal, Papua New Guinea and the Philippines, on such topics as disaster risk reduction, climate change adaptation, digital transformation and mainstreaming norms and values such as disability inclusion. They also helped to mobilize regional policy expertise for global priorities at the country level. For instance, Development Coordination Office regional teams systematically facilitated discussions between resident coordinators and regional collaborative platforms as part of preparations for the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, which helped to inform national positions and plans for joint advocacy and action. Similarly, following the Transforming Education Summit, the Development Coordination Office regional teams in Africa and the Asia-Pacific region ensured that 71 country teams advanced the transition to equitable and youth-centric education policies, including on digitization. In crisis settings, regional teams of the Office served as a vital conduit for resident coordinators, country teams and the regional directors to keep United Nations programmes on track and ensure collaboration among different interventions.

27. The 2022 OIOS evaluation of Development Coordination Office regional support further acknowledged the valuable support provided by the Office's regional teams for transboundary responses. In Latin America and the Caribbean, the Office guided a resident coordinator-led process to support a collective vision among the Governments of Argentina, Bolivia (Plurinational State of) and Paraguay on food systems, conflict prevention and the needs of Indigenous communities of the Gran Chaco region. In Africa, the Development Coordination Office, supported by a regional peace and development adviser, facilitated a shared risk analysis of subregional dynamics affecting Benin, Burkina Faso, Côte d'Ivoire, Ghana and Togo, enabling a sound understanding of instability drivers through a sustainable development lens. Cross-regional collaboration between the Development Coordination Office teams in Africa and the Arab States on migration informed the adoption of cross-border perspectives by various regional coordinator offices on issues affecting people on the move, from the Horn of Africa to Gulf Cooperation Council countries.

28. In addition, regional leadership by the Development Coordination Office has served to leverage United Nations assets for greater impact, for example through strategic advice and support for cross-sectoral Sustainable Development Goal policy, partnership and financing solutions. Resident coordinators were supported in addressing bottlenecks in obtaining funding for the Goals, including through greater mobilization of domestic resources. In Latin America and the Caribbean, the Development Coordination Office team reached an agreement with the Central American Bank for Economic Integration that allowed resident coordinators from Belize, the Dominican Republic and Peru to enhance country team support for mainstreaming the Goals. In Europe and Central Asia, the team worked with ILO, the International Organization of Employers and other partners to bring together employer organizations and resident coordinators to enhance public-private collaboration against the impacts of the COVID-19 pandemic and for economic and social recovery. In the Asia-Pacific region, a partnership was established with

academia to make available expert advice and resources to resident coordinators and country team entity heads, at no cost, ranging from shoreline management and disaster risk reduction to country-specific analysis of the Goals and retreat facilitation.

29. The 2022 OIOS evaluation pointed to areas for further development. Beyond routine, day-to-day support, resident coordinators need to be better supported to access United Nations system expertise and surge capacity when crises arise; there is a need to address broader structural challenges in this regard, including uneven responsiveness of issue-based coalitions, different levels of ability among entities to make resources available as needed and the still evolving reforms at the regional level. The evaluation highlighted the unsustainability of staffing arrangements in the Development Cooperation Office regional teams in view of the funding situation affecting the resident coordinator system, which has created an overreliance on temporary staff, secondments and United Nations Volunteers. In line with recommendations made by OIOS, the Office will conduct a needs assessment for resident coordinators and their offices and a mapping of the best types of support from its regional teams. The Office will also further define and codify its role in the regional collaborative platforms, guided by the platform Chair.

C. Coordination at the global level

30. Under the direct oversight of the Chair of the United Nations Sustainable Development Group and the collective leadership of the Group as a whole, the Development Coordination Office team in New York continued to provide steady provision of strategic direction and management of resident coordinators and their offices in 2022. The Office developed corporate direction on recruitment and management of resident coordinators and enabled effective country-level support relating to joint analysis, Sustainable Development Goal programming, partnerships, communications and results-reporting, ensuring a focus on innovation such as use of artificial intelligence for peer exchange and analysis of data and reports. The Office also stepped up engagement to advance system-wide efficiencies, increase transparency and accountability for results and facilitate quality funding, including by hosting the secretariat of the Joint Sustainable Development Goals Fund (see sects. V–VII below).

31. As the secretariat of the United Nations Sustainable Development Group, the Development Coordination Office supported the advance of coordination in the United Nations development system globally and the strengthening of links with country teams locally. Important outputs included the development of a checklist for governing bodies to monitor progress on reform implementation, as requested by Member States as part of the resident coordinator system review in 2021. Effective support also enabled the preparation of new resources, including a guidance note on a new generation of joint programmes, guidance on strategic planning for development in exceptional circumstances and for communications and advocacy for the cooperation framework and a common output indicator framework to facilitate aggregated reporting on the system-wide contribution to the advancement of the Sustainable Development Goals (see <https://unsdg.un.org/resources>).

32. In providing resident coordinators with essential support, the Development Coordination Office linked them with global United Nations expertise in critical areas for Sustainable Development Goal acceleration and solutions – from climate action to energy transitions, quality education, gender equality, food systems transformation, and financing, with a focus on the most vulnerable countries, particularly small island developing States. As a result, the resident coordinator system has become an indispensable resource to connect key global initiatives and strategies with concrete

and effective action at the country-level, such as, in 2022, the Transforming Education Summit, the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, the follow-up to the United Nations Food Systems Summit and the Secretary-General's Global Crisis Response Group and Global Accelerator on Jobs and Social Protection for a Just Transition.

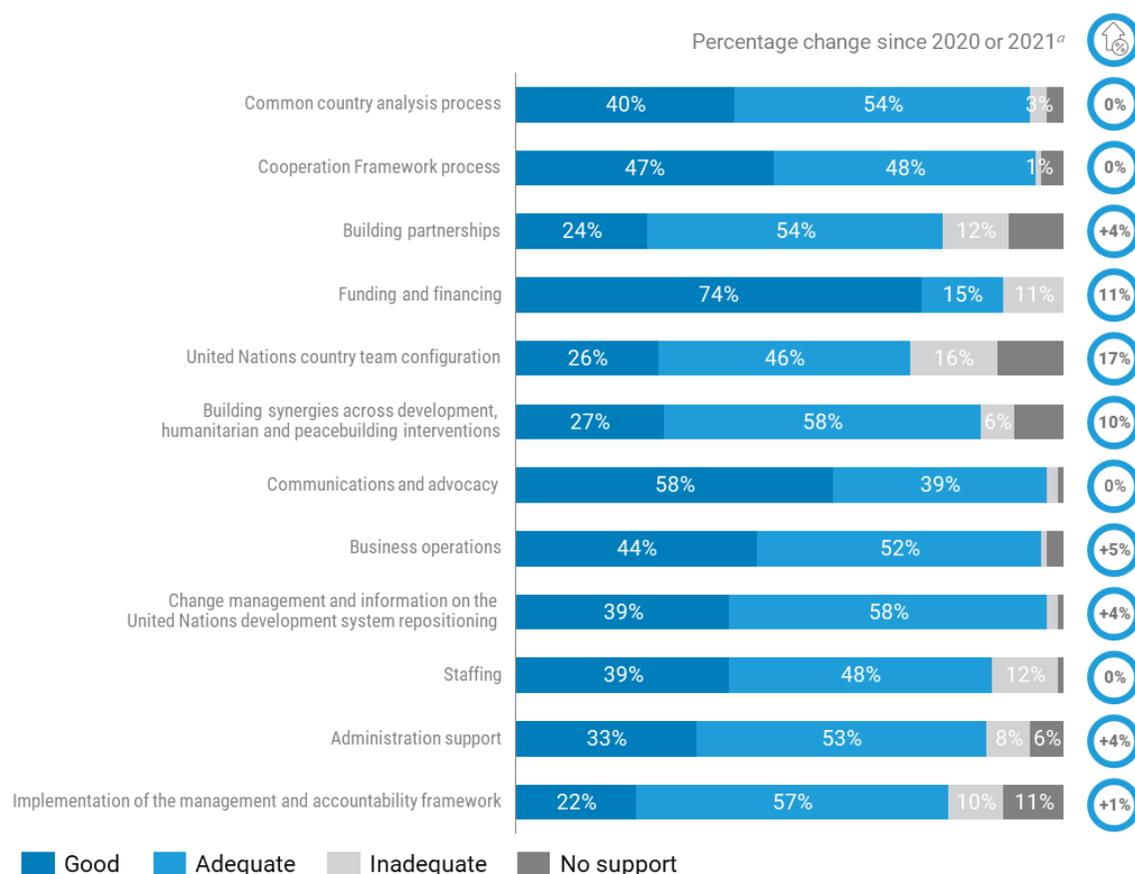
33. The Development Coordination Office also continued to improve collaboration with the Office for the Coordination of Humanitarian Affairs, the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to ensure close dialogue with resident coordinators in coordinating across humanitarian, development and peace operations. For example, in 2022 the Office, together with the Office for the Coordination of Humanitarian Affairs and the Department of Political and Peacebuilding Affairs, jointly developed guidance for resident coordinators on ways to leverage the three global pooled funds (the Joint Sustainable Development Goals Fund, the Central Emergency Response Fund and the Peacebuilding Fund).

34. The Development Coordination Office ensured effective implementation of United Nations Secretariat-wide management strategies and action plans. Implementation of its disability inclusion strategy 2022–2025 began, including through the creation of a new inclusion focal point network. As a result, the resident coordinator system workforce now includes 22 personnel self-identifying with a disability and 100 per cent of country teams reported on annual implementation of the United Nations Disability Inclusion Strategy. The Office also worked closely with the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse to enhance resident coordinator leadership in this area. A total of 117 out of 131 country teams now have in place a 2023 strategy and an action plan, as in Bangladesh, Lesotho and Uganda. Country teams are starting to introduce channels for reporting allegations of exploitation in local languages on their websites, as in Eswatini, Guatemala, Haiti and Montenegro. The Office also continued to provide hands-on support to country teams on medical preparedness and response and on the return to the office in the COVID-19 aftermath. In 2022, the High-level Committee on Management officially designated resident coordinators as the lead on country team occupational health and safety matters.

35. In response to the funding shortfalls in the special purpose trust fund, the Development Coordination Office worked closely with the Office of the Chair of the United Nations Sustainable Development Group to ensure effective analysis, communications and outreach to Member States to improve resource mobilization, while also initiating prudent measures to manage resource flows without unduly jeopardizing resident coordinator system results (see sect. VIII). Furthermore, the Office provided and supported briefings to all Member States and donors on a range of priority issues, while also engaging actively with the Advisory Committee on Administrative and Budgetary Questions.

36. In 2022, ratings by resident coordinator offices of the support received from the Development Coordination Office in New York continued to improve steadily in most areas (see figure 9). Support for country team configuration, management and accountability framework implementation and humanitarian-development-peace coordination merit additional attention going forward.

Figure 9
Ratings by resident coordinator offices of support provided by the Development Coordination Office team in New York

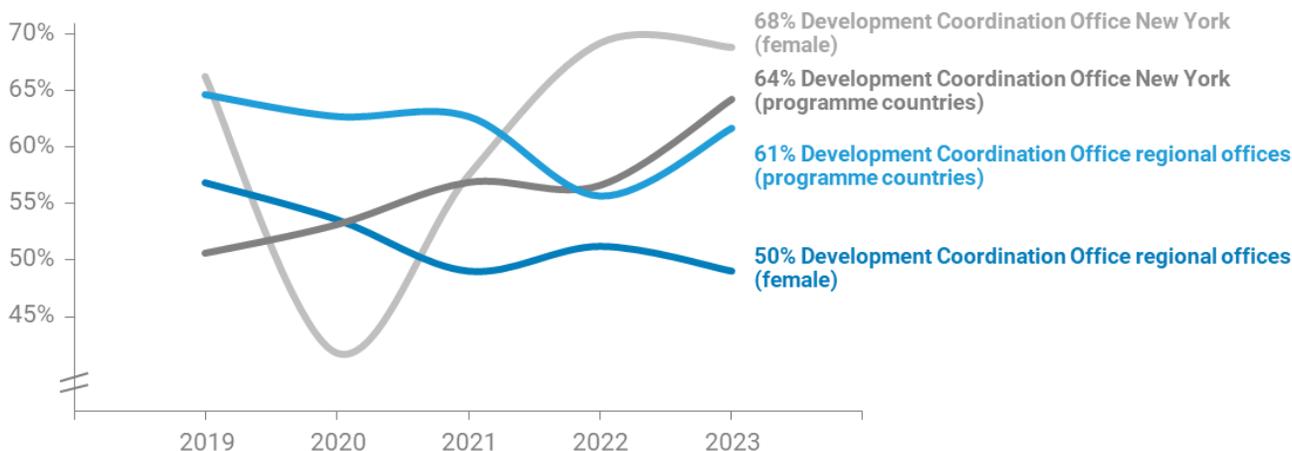


Source: UN-Info, information management system survey, 2022.

^a Refers to the change in respondents selecting “good” or “adequate” rating relative to the oldest baseline available (2020 or 2021).

37. Despite fluctuations, gender and geographical balance has been reached or surpassed in the Development Coordination Office (see figure 10). There has been an increase in the personnel of the Office in the regions and New York from the original design of 94 posts in 2019 to 112 in 2022, as outlined in the programme budget of the Secretary-General (see [A/76/6 \(Sect. 1\)](#)). This responds to the volume of substantive and recurrent demands that were underanticipated in 2018, especially for Africa (where the Office’s regional team covers 53 resident coordinator offices), and the strengthening of management needs related to human resources, data analytics, finance and corporate leadership.

Figure 10
Development Coordination Office teams in New York and the regions, by gender and nationality



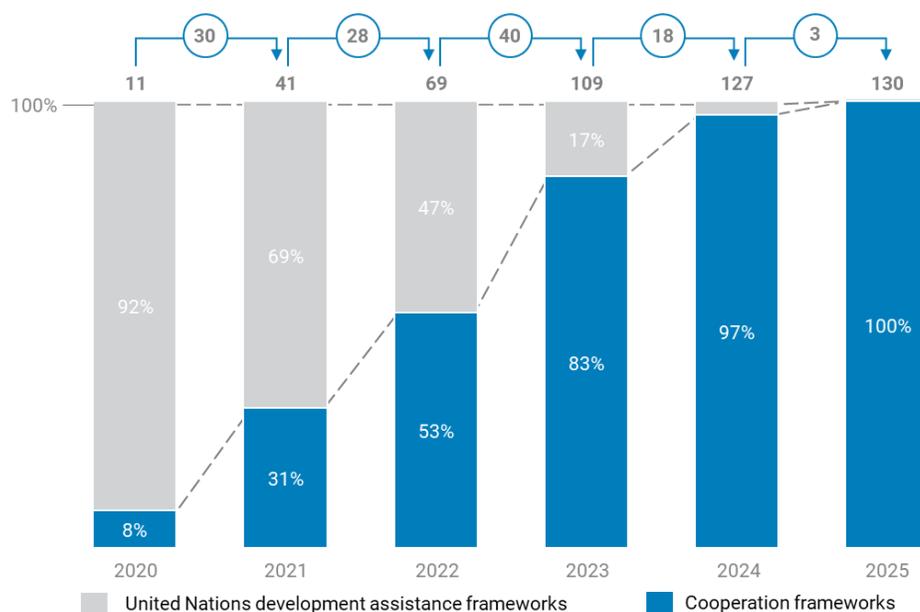
Source: Development Coordination Office, March 2023.

Note: 2023 figure is as of March 2023.

III. Integrated and effective responses: the coordination system as an anchor to deliver on national needs and priorities in different and changing contexts

38. The resident coordinator system, backed by strong commitment from the United Nations development system, continued to foster a more flexible, coherent and effective United Nations offer aligned with national development priorities. By the end of 2022, over half of all country teams had transitioned from their old United Nations development assistance frameworks to new United Nations sustainable development cooperation frameworks. As of March 2023, 104 cooperation frameworks had been rolled out (40 in 2022 alone) working together with Governments (see figure 11).

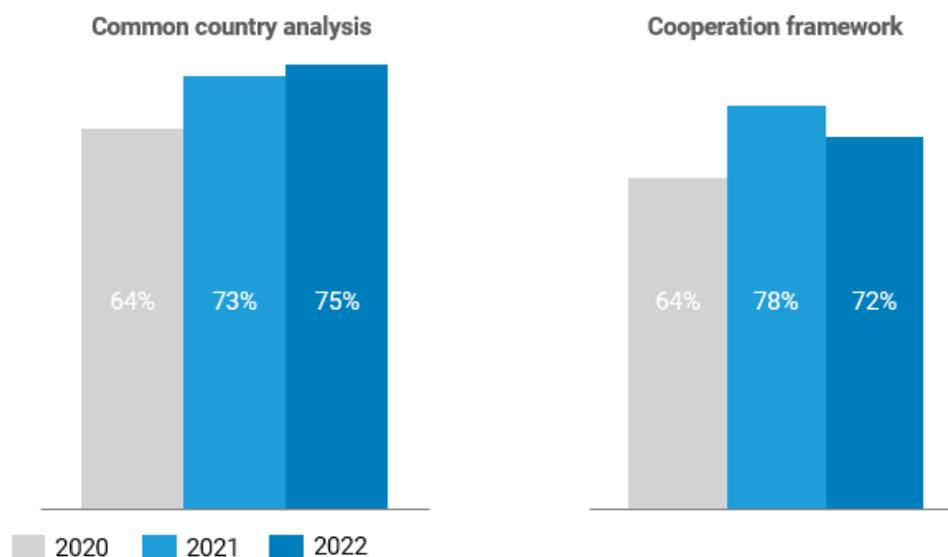
Figure 11
Transitioning from United Nations development assistance frameworks to new United Nations sustainable development cooperation frameworks



Source: UN-Info, 2023.

39. Key to improving the quality of the United Nations offer is the involvement by resident coordinators in all relevant parts of the United Nations development system, regardless of where these capacities are based. According to the survey of host Governments conducted by the Department of Economic and Social Affairs for 2022, the percentage of host Governments perceiving that resident coordinators had provided an increased ability to access United Nations expertise, compared with before the reform, rose from 80 per cent in 2021 to 87 in 2022. For example, between 2021 and 2022, the International Trade Centre (ITC) and the regional commissions doubled their membership in country teams, the United Nations Conference on Trade and Development (UNCTAD) tripled its participation and the United Nations Environment Programme (UNEP) increased its participation by almost half. Participation by the international financial institutions in preparing common country analyses and sustainable development cooperation frameworks continued to increase and in 2022, World Bank and International Monetary Fund (IMF) membership of country teams was 45 per cent and 24 per cent, respectively (see figure 12).

Figure 12
Consultation with international financial institutions in the development of common country analyses and United Nations sustainable development cooperation frameworks



Source: UN-Info, information management system survey, 2022.

40. The strengthened United Nations offer is better tailored to different country settings. For many small island developing States, the new multi-country Sustainable Development Cooperation Framework for the English- and Dutch-speaking Caribbean (2022–2026) and the new multi-country Cooperation Framework for the Pacific (2023–2027), enabled a system-wide engagement to help to address regional vulnerabilities and needs, with additional focus on country specificities through complementary country implementation plans. In Cabo Verde, the Economic Commission for Africa, ITU, UNCTAD, the World Intellectual Property Organization and the World Bank actively participated in the design of the cooperation framework, ensuring a strong support focused on small island developing States for trade, e-commerce, innovative financing and digital strategies. Similarly, there has been a significant focus on improving tailored support for least developed countries. In Zambia, ITC, UNEP and the World Meteorological Organization (WMO) lent their expertise for the first time for programme delivery, filling capacity gaps identified through the cooperation framework design process, as did IFAD, ILO, ITC, the United Nations Office for Disaster Risk Reduction and the United Nations Office on Drugs and Crime for the first time in South Sudan. A strengthened partnership with the Office of the High Representative for the Least Developed Countries, the Landlocked Developing Countries and Small Island Developing States saw resident coordinators stepping up participation in critical regional intergovernmental forums, including the Alliance of Small Island Developing States meeting in Antigua and Barbuda in 2022 and in the fifth Least Developed Countries Conference in Doha.

41. There is clear evidence that collective programming results are improving. In the 2022 system-wide evaluation of the United Nations response to COVID-19, the rise in the quality and flexibility of the United Nations offer through more strategic and integrated cooperation frameworks was noted, backed by quality joint analysis and drawing on the full United Nations expertise. A 2022 inter-agency desk review of common country analyses and cooperation frameworks, led by the Development Coordination Office, echoed those findings, noting that the quality of common

country analyses also reflected increased country team ownership from across the system and the involvement of a range of partners, as well as direct engagement among vulnerable populations. A total of 40 out of the 43 countries (93 per cent) that were due to do so, concluded evaluations of their cooperation framework or development assistance framework in 2022 to inform the development of a new framework.

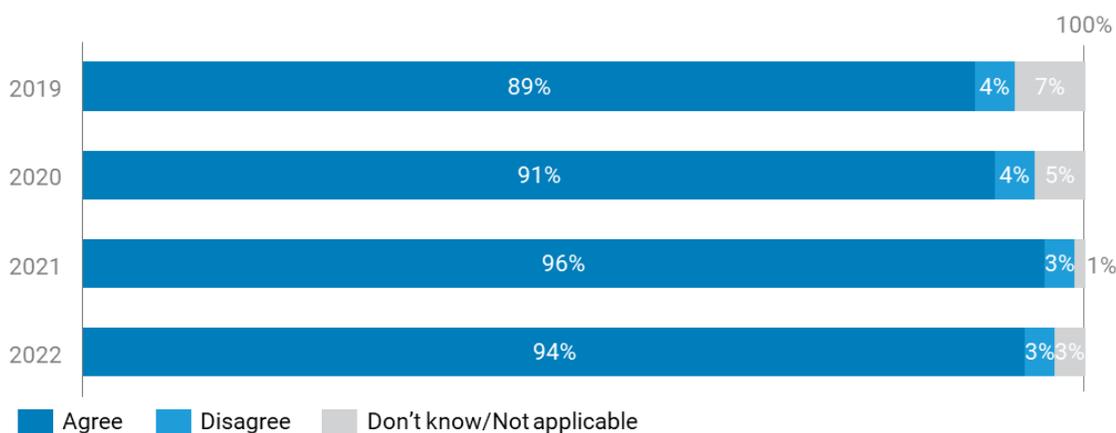
42. Host governments have increasingly noticed these improvements. According to the survey of host Governments conducted by the Department of Economic and Social Affairs, over 88 per cent of host Governments confirmed that resident coordinators effectively led the delivery of strategic support for national plans and priorities, 94 per cent agreed that cooperation frameworks were effectively responding to national priorities and 91 per cent agreed that the country teams had the right mix of capacities to support national development efforts (see figures 13 and 14).

Figure 13

Effectiveness of United Nations activities in addressing and responding to national priorities

Host country Governments' response to:

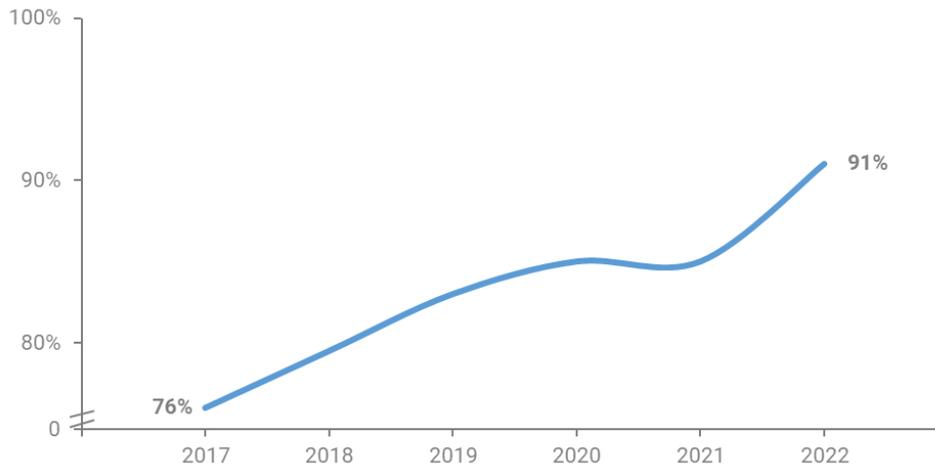
The cooperation framework/development assistance framework has enabled the Government to ensure that the United Nations activities are effectively addressing/responding to national priorities, including on the delivery of the Sustainable Development Goals:



Source: Department of Economic and Social Affairs survey of host country Governments, 2022.

Figure 14
United Nations country team capacities and skills to support development

Host country Governments' response to:
United Nations staff in the country team have the right mix of capacities and skills to support the country's development

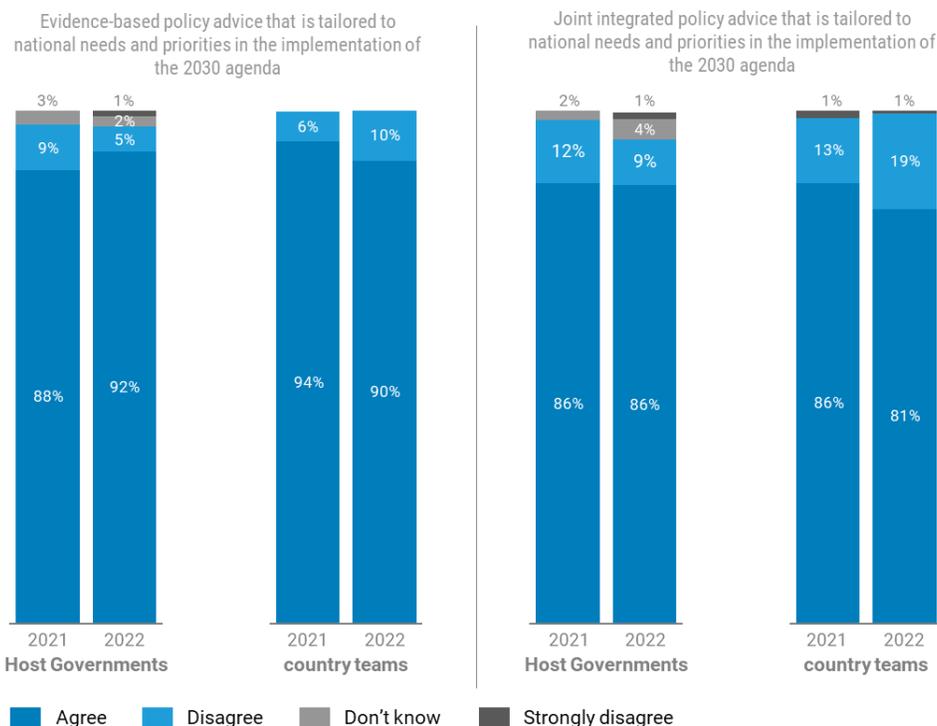


Source: Department of Economic and Social Affairs survey of host country Governments, 2022.

43. Host governments are also increasingly satisfied with the policy support provided by country teams; the perceptions of country teams, however, differ, reporting a decrease in the quality of policy support provided to countries (see figure 15). While the assessment by country teams in 2022 remains strong, the Development Coordination Office will explore the reasons for the decline from one year to the next so as to correct the trend.

Figure 15
United Nations country team provision of policy advice

The United Nations country teams now, compared to one year ago, provides better:



Source: Department of Economic and Social Affairs survey of host country Governments and country teams, 2022.

44. Resident coordinator leadership and country team action also underpinned the steady increase in more collective work through joint programmes, supported by pooled funds. For example, resident coordinators in 69 countries led country teams to develop new joint programmes on food security and nutrition, supported by the Joint Sustainable Development Goals Fund. The number of joint programmes in 2022 nearly doubled relative to 2020; only 5 per cent of country teams did not have joint programmes in 2022 (compared with 12 per cent in 2020) (see figure 16).

Figure 16
United Nations country teams with joint programmes



Source: UN-Info, 2022.

45. Supported by the Development Coordination Office at the global and regional levels, regional coordinators ensured a strong focus on innovative and data-driven programming. In Saudi Arabia, the resident coordinator office brought together expertise to support the Government with a Sustainable Development Goal data prioritization tool, which informed the country's 2023 voluntary national review. Resident coordinators led country teams in the application of foresight methodologies for common country analyses and cooperation frameworks in Cabo Verde, Cambodia, Kyrgyzstan and Madagascar. In Cabo Verde, this informed the process of designing both the national development plan and the cooperation framework, through a collective visioning of different pathways to achieve the Sustainable Development Goals and identification of the resources and expertise required. In the Lao People's Democratic Republic, the resident coordinator office supported a high-frequency data joint programme by FAO, UNDP, UNICEF, the World Health Organization and WFP to assess the impact of the ongoing global food, fertilizer, fuel and financial crises.

46. Resident coordinators are helping to raise the ambition of United Nations support for countries addressing complex challenges. Consultations concerning the common country analysis in Pakistan identified the criticality of the Indus River ecosystem for the country's development, which underpinned the United Nations collaboration with the Government on a national masterplan for the Indus River Basin, focused on adaptation and climate-resilient growth. The resulting Living Indus initiative is now the biggest climate initiative in the country's history, spanning economic, environmental and social measures. In Cambodia, a joint programme supported by the Joint Sustainable Development Goals Fund enabled the United Nations to operationalize social protection at scale, through direct cash transfers to approximately 2.4 million people, pension scheme coverage through digitized services to about 1.5 million people and the roll-out of a national social protection policy framework, reducing poverty by about 3.4 per cent and catalysing additional donor funding.

47. The resident coordinator system is on the front lines of shaping understanding, mobilizing partners and connecting national, regional and global resources around global summits, under the Secretary-General's leadership and the United Nations Sustainable Development Group's strategic direction. As noted elsewhere in the present report, resident coordinator leadership was essential in the preparations for the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, working closely with the Secretary-General's climate team, UNEP, the secretariat of the Framework Convention, UNDP and other lead United Nations entities. The resident coordinator's role in Egypt was pivotal in supporting the Government, unifying the United Nations offer and linking global prioritization with country-level action. For the 2022 Transforming Education Summit, resident coordinators in over 100 countries worked with the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNICEF and other country team members to mobilize all stakeholders to inform national positions. In Bosnia and Herzegovina, such efforts resulted in the first national policy position on education endorsed in 20 years, while in Mongolia they led to linkages with the Government's digital education plan and the e-Mongolia public service delivery platform. In Honduras, a new social compact around education was created that simultaneously responded to national challenges around climate, migration, gender and the humanitarian crisis. Resident coordinators are already working with the United Nations Food Systems Coordination Hub and its regional task forces to drive implementation of national pathways in their countries, following the Food Systems Summit. Resident coordinators also partnered with UN-Habitat to ensure systematic discussions with Governments, United Nations entities, grass-roots organizations and others at the World Urban Forum held in Poland in 2022. The initiative spearheaded by resident coordinators in support of Indonesia's inclusion of ocean priorities in the

Group of 20 agenda under its presidency led to the adoption of the national blue agenda action partnership.

48. Resident coordinators continued to champion gender equality and women's rights. In 2022, more than 70 cooperation frameworks featured gender equality results while also mainstreaming them across other priorities, and 44 per cent of country team joint programme budgets were directed at advancing gender equality and women's empowerment, while 69 per cent of country teams used a gender equality marker in joint workplans. A total of 76 country teams reported on the System-wide Action Plan gender equality scorecard, compared with 61 in 2021. In partnership with UN-Women, resident coordinators and their offices actively supported the roll-out of new standard operating procedures to strengthen gender theme groups in country teams. The Development Coordination Office also ensured systematic support to advance the Spotlight Initiative at the country level and its integration into cooperation frameworks. The 2022 assessment of the Spotlight Initiative, to be released in May 2023, emphasizes that resident coordinator leadership of country teams and their engagement with other leading stakeholders was one of the most important building blocks in the success of the Initiative. In Zimbabwe, with the joint efforts of ILO, UNDP, UNESCO, UNFPA, UNICEF and UN-Women, the Initiative reached over 5 million beneficiaries, established national prevention mechanisms, along with equipping law enforcement with state-of-the-art forensic laboratories to bring perpetrators to justice, and won the Fortitude Award at the Global Learning Symposium.

49. Resident coordinators led a steady improvement in the meaningful engagement of youth in joint planning processes, as in the Maldives, Sierra Leone and Thailand, where 90 per cent of common country analyses included a youth analysis and 80 per cent of cooperation framework joint workplans included priorities under the United Nations Youth Strategy (Youth2030). Action for disability inclusion was spearheaded by resident coordinators and their offices, as in Indonesia, Namibia, the Republic of Moldova and Tajikistan. Likewise, resident coordinators have also been leading the work of country teams in support of Indigenous People, as in Ecuador, Guatemala and Paraguay.

50. Resident coordinators continued to lead country teams in supporting national partners in advancing human rights for sustainable development. In South Sudan, the resident coordinator mobilized funding for the country team to support the national women's conference, which helped to pave the way for the country to sign into law the Protocol to the African Charter on Human and Peoples' Right on the Rights of Women in Africa, the disability and inclusion bill and the climate bill. In Serbia, joint United Nations, government and civil society engagement enabled the government launch of a new legislative tool to ensure that laws and national plans include provisions to protect the most vulnerable. In Bahrain, joint country team technical support led to the adoption of the country's first national human rights action plan. A request from the Government of Chile saw the resident coordinator coordinating country team support to provide a human rights, gender and sustainable development perspective to constitutional debates.

51. In crisis settings, improved collaboration between the Development Coordination Office, the Department of Political and Peacebuilding Affairs, the Department of Peace Operations and the Office for the Coordination of Humanitarian Affairs helped resident coordinators to mobilize assets and expertise from across humanitarian, development and peacebuilding action to advance sustainable development (see figure 17). In particular, country teams helped to ensure an early development focus in all United Nations interventions, including by reducing risks, vulnerabilities and needs and building resilience, as in the recalibration of the collective United Nations offer in responses to severe crises in Afghanistan and

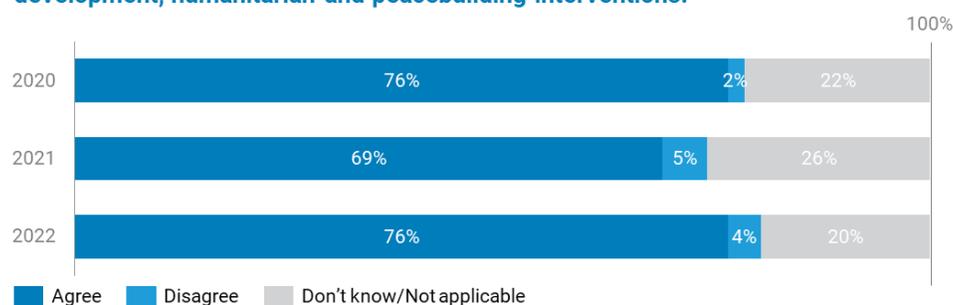
Myanmar. In Ukraine, the Resident Coordinator/Humanitarian Coordinator led more than 20 United Nations entities in the development of a transitional framework spanning early recovery, supporting needs assessments, recovery planning, reconstruction, business relocation, energy solutions and basic services. In Sri Lanka, the resident coordinator/humanitarian coordinator led a humanitarian needs and priorities plan to support the country to tackle its socioeconomic challenges, reaching more than one million of the most vulnerable. In the Democratic Republic of the Congo, in light of the transition of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the deputy special representative of the Secretary-General, resident coordinator and humanitarian coordinator was instrumental in planning and coordinating reconfigured capacities and responses needed to support the Government in advancing the Sustainable Development Goals. In Mongolia, the resident coordinator co-chaired the humanitarian country team with the Chief of the National Emergency Management Agency, developing an early action and response plan to mitigate the impact of extreme climate conditions on livelihoods, estimated to save nearly 75 per cent of livestock.

Figure 17

Contributions by resident coordinators to building stronger synergies

Host country Governments' response to:

The resident coordinator has contributed to building stronger synergies across development, humanitarian and peacebuilding interventions:



Source: Department of Economic and Social Affairs survey of host country Governments, 2022.

52. In preparing for and responding to sudden-onset emergencies, the resident coordinator system played an especially critical role in countries where there was no presence of the Office for the Coordination of Humanitarian Affairs.² In Cuba, in response to Hurricane Ian the resident coordinator quickly mobilized the country team to develop a plan of action, mobilizing nearly \$15 million for immediate assistance and recovery. The resident coordinator in Barbados, with the United Nations Office for Disaster Risk Reduction and WMO, hosted the launch of the global plan for the Early Warnings for All initiative in the Caribbean. The United Nations disaster response in countries covered by a multi-country office also benefited greatly from new country coordination officers deployed through the reforms, as seen in the first response to destructive cyclones in Vanuatu and the volcanic eruption in St. Vincent and the Grenadines.

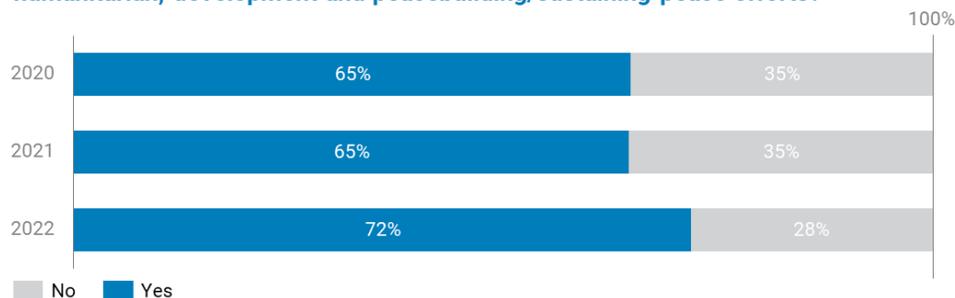
53. The majority of countries have seen a steady increase in national mechanisms and/or structures to coordinate international development, humanitarian and peacebuilding efforts (see figure 18).

² As of April 2023, the Office for the Coordination of Humanitarian Affairs had 32 country offices (in addition to 5 regional offices). In 22 countries, the Office had a humanitarian advisory team embedded in the resident coordinator office.

Figure 18
National mechanisms and structures to coordinate efforts with regard to international humanitarian and development activities and peacebuilding or sustaining peace

Resident coordinators' response to:

Are there national mechanisms and/or structures to coordinate international humanitarian, development and peacebuilding/sustaining peace efforts?



Source: Department of Economic and Social Affairs survey of resident coordinators, 2022.

54. As demands for integrated support mount for Sustainable Development Goal acceleration, much more remains to be done. For instance, only 72 per cent of country teams updated their common country analysis in 2022, compared with 80 per cent in 2021. These critical tools must remain up to date to ensure a relevant United Nations response as needs and challenges evolve globally and on the ground. Moreover, as noted in the system-wide evaluation of the United Nations development system response to COVID-19, there is a need to further overcome barriers to cross-sectoral collaboration and siloed approaches across entities of the system. High quality cooperation frameworks can only drive collective impact if there is more substantive alignment and derivation of entity-specific country responses. Continued perceptions that cooperation frameworks are the “business” of resident coordinators and a lingering “agency first” approach in some countries challenge the ability to fuel transformation and realize the commitments agreed with Governments. Finally, growth in the membership of country teams to recalibrate the responses in countries is not equally matched by growth in the ability to share resources differently. A 2023 system-wide evaluation on country-programme document derivation and country team configuration has been requested by the United Nations Sustainable Development Group principals to review these issues.

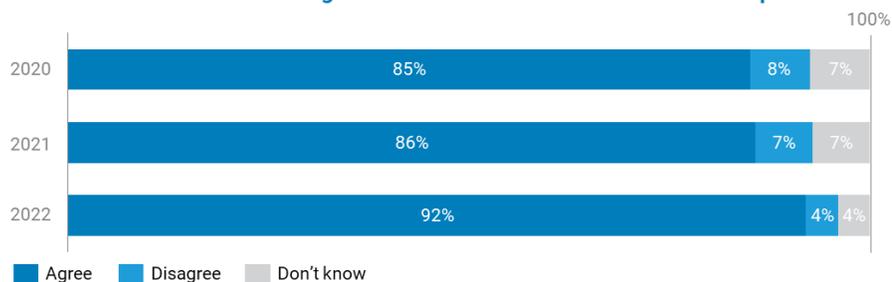
IV. Convening all development stakeholders: leveraging resources and expertise to accelerate progress towards 2030

55. As the most senior United Nations development official in a country, resident coordinators are leveraging their role to forge multi-stakeholder and innovative partnerships to bring Sustainable Development Goal solutions to scale. Host Governments increasingly recognize the contribution of resident coordinators in leveraging partnerships in support of national development efforts (see figure 19).

Figure 19
Leveraging partnerships in support of national efforts to advance the 2030 Agenda and achieve the Sustainable Development Goals

Host country Governments' response to:

The resident coordinator has contributed to leveraging partnerships in support of national efforts to advance the 2030 Agenda and achieve the Sustainable Development Goals:



Source: Department of Economic and Social Affairs survey of host country Governments, 2022.

56. In Brazil, the resident coordinator led country team members in a partnership with the Interstate Consortium for Sustainable Development of the Legal Amazon Region to co-develop a programmatic and financial mechanism for sustainable development that reached 29 million people in one of the country's poorest regions. In South Africa, the resident coordinator office scaled up engagements with the authorities, international financial institutions and other partners, ensuring that all communities benefited from the Just Energy Transition Partnership set up to decarbonize the economy and minimize the social costs of the transition. The Government of Kenya's Sustainable Development Goals partnership platform, hosted in the resident coordinator office, led to the launch of the world's first development impact bond for adolescent reproductive and sexual health, identified a \$6 billion bankable market opportunity attracting international private sector investments in the primary health sector, scaled up the upgrading of public health clinics and expanded health insurance coverage. Seven resident coordinator offices across Africa are working to replicate and adapt this model to their national contexts.

57. The Development Coordination Office partnered with the United Nations Global Compact to help to operationalize its 2021–2023 strategy at the country level. Resident coordinators provided information on country priorities to inform Global Compact Local Network strategies and facilitated engagements with private sector actors, expanding the networks' reach and fostering broader coalitions. In Thailand, the resident coordinator convened a multi-stakeholder climate financing collaboration involving UNEP, the United Nations Framework Convention on Climate Change, UNDP, UN-Women and the Global Compact Local Network, together with the national pension fund, leveraging 43 financial institutions worth \$1.3 trillion, who signed a commitment to action on the Sustainable Development Goals.

58. Partnerships with international financial institutions are growing. A total of 41 country teams (31 per cent) reported having joint programmes with international financial institutions for sustainable financial systems and regional development banks are increasingly part of country team joint programmes. In Guatemala, the resident coordinator enabled the creation of a fiscal working group involving IMF, the World Bank and the Inter-American Development Bank, in support of the Government's fiscal reforms. In Mozambique, the resident coordinator office leveraged United Nations expertise to provide inputs to the negotiations between the Government and IMF for an Extended Credit Facility and to ensure minimum spending floors for priority sectors and a new multidimensional index tracking the

human impacts of programmes. A Partnership Facility grant between the United Nations and international financial institutions deployed a United Nations-World Bank Liaison Officer in the Integrated Office of the Deputy Special Representative of the Secretary-General in Somalia to enable strategic coordination of around \$334 million for shock-responsive safety nets for over 2 million people, a response concerning urban internally displaced persons for over 222,000 people and food security and water responses supporting 27,000 families.

59. Partnerships with academia are increasing. In response to the triple planetary crises of climate change, biodiversity loss and pollution, resident coordinators led and amplified country team partnerships to support research and influence policy solutions. In Samoa, the resident coordinator supported preparations for studies on water quality initiated by UNDP and UNICEF, working with local and international academia and the Ministry of Natural Resources and Environment, that helped to develop a set of solutions presented at the United Nations Water Conference in March 2023. In Guyana, the resident coordinator office supported a United Nations partnership with a national university for a policy dialogue series on the triple crises. Partnerships with academic institutions also allowed the Development Coordination Office to leverage new data tools and analytical methods to improve the data quality in country results reports, developing a model to better capture good practices across a variety of reports.

60. However, much more needs to be done. Fostering stronger collective partnership approaches can be the key for effective solutions at scale. There is a clear need to strengthen resident coordinator system communities of practice to share knowledge and experience around building on the strengths and expertise of partners.

V. Mobilizing funding and leveraging financing: joint resource mobilization to advance the Sustainable Development Goals

61. Transformative change and just transitions for sustainable development require financial investment at speed and scale. The Joint Sustainable Development Goals Fund, hosted by the Development Coordination Office, has been instrumental in providing countries with catalytic funding to enable integrated Sustainable Development Goal programming and financing solutions. In 2022, the Fund developed a new development emergency modality, swiftly funding 85 country teams to support countries to address the global cost-of-living crisis following the war in Ukraine, with \$30 million dedicated to strengthening resilience in 42 small island developing States. In the Dominican Republic, a municipal-level care policy pilot was implemented and scaled, informing the development of a national care system. In the Maldives, it enabled a country team diagnostic assessment with the central bank to devise insurance and risk-transfer solutions against climate change and other disasters.

62. There was also steady progress in the final phase of implementation of joint programmes on integrated social protection and Sustainable Development Goal financing strategies, reaching over 188 million people, supporting integrated national financing framework implementation led by UNDP in 69 countries and devising new public-private partnerships. The programmes enabled the development of a sustainable financing platform in Cabo Verde that raised over \$26 million for the Sustainable Development Goals and created a digital marketplace for youth- and women-led businesses; a climate public expenditure review in Jordan, the first of its kind in the region, involving the Amman Stock Exchange and the private sector to institutionalize sustainability reporting and Sustainable Development Goal impact

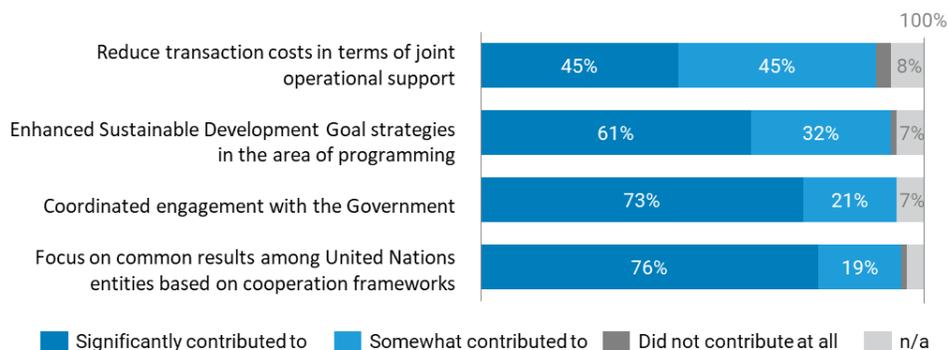
management for businesses; and a financing strategy for Timor-Leste to mobilize \$2.5 billion by 2025 through public financing reforms.

63. Since its establishment in 2019, the Joint Sustainable Development Goals Fund has made over \$260 million in financial commitments to 119 country teams including in multi-country offices, involving 31 United Nations entities. This catalysed additional investments of \$2.3 billion over the years, indicating a financial leverage of \$9.70 for every dollar invested in the Fund's portfolios, primarily through new Sustainable Development Goal bonds, but also through policy scale-ups supported by country teams under resident coordinator leadership. For instance, Sustainable Development Goal bonds issued in Indonesia since 2021 have raised over \$790 million from global and local markets, enabling vaccinations of over 30 million children, scholarships for 11 million students and the setting-up of over 2,100 wireless communication systems in remote areas of the country. Similarly, in North Macedonia, the country team supported the establishment of a new blended finance mechanism, the Green Financing Facility, together with the Government, the European Bank for Reconstruction and Development and local private banks, mobilizing \$46 million for renewable energy and energy efficiency solutions for small and medium-size enterprises and underserved households. In Zimbabwe, a \$10 million renewable energy fund was matched by capital from a leading African investment management group to fund small renewable energy projects.

64. The system-wide evaluation of the Joint Sustainable Development Goals Fund concluded that the Fund was living-up to its strategic intentions by supporting new types of joint programmes and building partnerships with non-traditional stakeholders and highlighted the strategic role played by resident coordinators in the programme design phase to unlock the Fund's resources. It was noted, however, that there was a need to better leverage development finance assessments and integrated national financing frameworks for analysing financing opportunities for the Goals and that there was a mixed understanding in country teams of the resident coordinator's role during the programme implementation phase. Going forward, the Fund aims to enable programmes to support food systems, education, digitalization, decent jobs and social protection, climate action and energy transitions and to promote localization of the Goals, working closely with relevant United Nations entities and partners. In line with the evaluation recommendations, the role of the Development Coordination Office for the Fund will be strengthened to ensure more celerity in the Fund's operations and even stronger and more systematic linkages with the resident coordinator system.

65. Mobilizing resources will be a critical challenge. In 2022, the annual contributions to the Joint Sustainable Development Goals Fund decreased to \$31.1 million, compared with \$79 million in 2021. Without full capitalization, the Fund will not be able to fully serve as an engine for acceleration of the Goals or as a critical enabler of joint United Nations actions in countries. The evaluation called for Member States to ensure the Fund's replenishment at \$290 million per year, so that it can continue living up to its potential in supporting effective integration of country team support at scale.

Figure 20
Assessment by resident coordinators of contributions of the Joint Sustainable Development Goals Fund to United Nations development system coordination, 2022



Source: Joint Sustainable Development Goals Fund resident coordinator survey, 2022.

66. Resident coordinators, at times leveraging their humanitarian hats, also played a systematic role in leading United Nations submissions to access resources from other global pooled funds. For example, \$20 million was mobilized from the Central Emergency Response Fund to respond to the impact of the earthquake, cholera and violence in Haiti; \$16 million was mobilized to respond to economic disruption and displacement in Burkina Faso; and \$1.7 million was mobilized to support Vanuatu following cyclones in 2022. In Guinea, the resident coordinator obtained support from the Peacebuilding Fund for empowerment of women and youth, promotion of social cohesion, reconciliation and transitional justice. In Ecuador, the resident coordinator helped to identify entry points for an immediate response from the Fund to support citizen participation in the general elections to be held in June 2023.

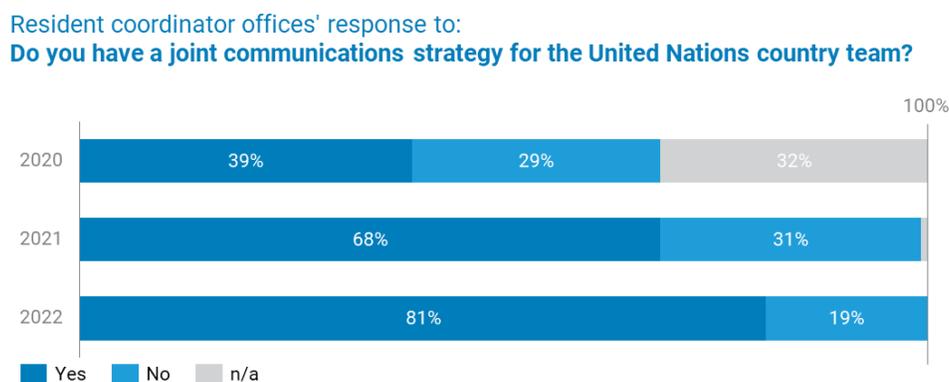
67. Resident coordinators also played an important role in establishing country-level Sustainable Development Goal pooled funds to complement global ones so as to incentivize country team joint programming and implementation of cooperation frameworks. In Uzbekistan, the resident coordinator supported the Governments of Switzerland and Uzbekistan in establishing the Uzbekistan vision 2030 fund for the restitution of assets forfeited in criminal proceedings, which capitalized an initial \$131 million for development priorities. In Montenegro, the Sustainable Development Goal acceleration fund backing the new cooperation framework has pooled over €2.5 million so far, including €1 million from the Government. In Uruguay, the resident coordinator facilitated a joint programme led by UNIDO with UNDP and UN-Women to establish a renewable energy innovation fund to support the country's energy transition.

68. Yet, country-level pooled funds still do not have sufficient capitalization to incentivize collective action at scale. There are currently 28 such funds globally, 42 per cent of which are in Africa, six of which were established in 2022 and 35 per cent of which are supported by a single donor. Effective resource mobilization also requires improvement in developing funding frameworks, but 42 per cent of country teams with a cooperation framework have not yet developed one and only 33 per cent of country teams have resource mobilization strategies. Persisting obstacles in this respect include the constrained funding environment and insufficient buy-in for pooled funding as opposed to earmarking. Overcoming these challenges is essential in order to realize the full ambition of the reforms and the funding compact.

VI. Communicating and reporting on results: resident coordinator system accountability and transparency

69. Development coordination helped to ensure a united voice for the United Nations development system, supported by the network of 86 communications officers in resident coordinator offices and 44 resident coordinator offices integrated with United Nations Information Centres working alongside United Nations communications groups. The proportion of resident coordinator offices with joint communications strategies soared from 39 per cent in 2020 to 81 per cent in 2022 (see figure 21), strengthening system-wide and strategic communications for the Sustainable Development Goals and increasingly aligning them with cooperation frameworks and the United Nations global communications strategy. In the survey of country teams in 2022, 72 per cent of country teams reported that improved joint communications and advocacy better positioned the country team's work in countries. The strategic collaboration with the Department of Global Communications has been pivotal and mutually beneficial, including through providing surge communications capacity for resident coordinators and country teams during temporary crises, as in the Syrian Arab Republic and Ukraine.

Figure 21
Country team joint communications strategies



Source: UN-Info information management information survey, 2022.

70. Resident coordinators and their offices have been instrumental in supporting joint communications to counter hate speech. In Costa Rica, an awareness-raising initiative led to a national plan of action and a national observatory and was nominated among the finalists of the 2022 awards for global effectiveness of communication granted by AMEC (the International Association for the Measurement and Evaluation of Communication). In Kenya, an innovative, high-tech consortium was created to support real-time tracking of hate speech, while resident coordinators across the western Balkans (Albania, Bosnia and Herzegovina, North Macedonia, Serbia and Kosovo³) unlocked funding from the Peacebuilding Fund for joint programming by UNDP, UNFPA, UNESCO and UN-Women to promote fact-based narratives. In Sri Lanka, tracking and monitoring of hate speech helped to combat the ripple effects of the country's recent economic crisis.

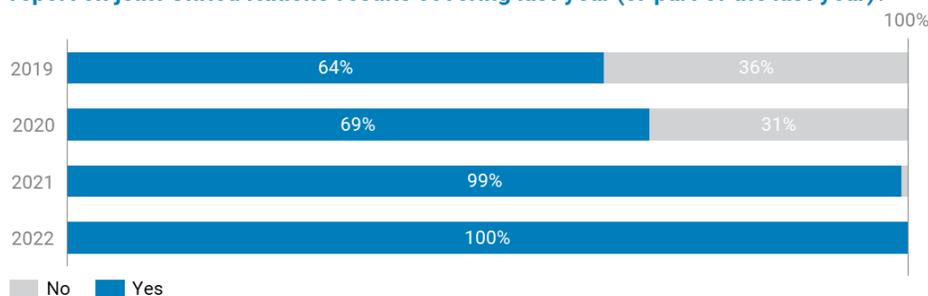
71. The Development Coordination Office continued to strengthen transparency and accountability for results of the resident coordinator system and the United Nations

³ References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

development system. In 2022, a revised resident coordinator system results framework was produced and reported against (see annex II). All 132 resident coordinator offices produced an annual country results report, working closely with the country teams, and enhanced outreach efforts (see figure 22). According to the survey of host Governments in 2022, 78 per cent of host Governments said they had received the report in 2022, against 63 per cent the year before. New websites came online, including the Development Coordination Office website and the common premises platform, with the efficiency dashboard to be launched in the near future, complementing the Sustainable Development Goals data portal launched in 2021, the 132 country team websites covering over 33 languages and the global United Nations Sustainable Development Goals website available in all official languages.

Figure 22
Production of country results reports

Resident coordinator offices' response to:
Did the United Nations country team produce an annual United Nations country results report on joint United Nations results covering last year (or part of the last year)?



Source: UN-Info, information management information survey, 2022.

72. Most of these online tools are supported by the UN-Info platform, which is managed by the Development Coordination Office and enables one entry point to critical data from across the United Nations development system, streamlining information and building efficiencies. For example, the new United Nations Sustainable Development Group data portal is the result of the re-engineering of 14 pre-reform platforms serviced by external vendors, avoiding costs of approximately \$2.4 million. However, UN-Info remains a work in progress: further engagement by the Group is essential to ensure data completion, quality and interoperability with other platforms and the speed of new platform improvements is affected by the funding constraints faced by the Office.

73. Aggregated results for 2022 from members of the United Nations Sustainable Development Group are captured on the Economic and Social Council website in a snapshot of system-wide results, as has been done since 2021 pursuant to General Assembly resolution [72/279](#) (para. 28 (a)). A new output indicator framework for cooperation frameworks by the Group agreed in 2022 will be a significant step forward in providing evidence of the contribution of the United Nations development system to the Sustainable Development Goals, drawing from more than 500 commonly agreed indicators and methodologies, with results and products accessible from the Group's data portal. All country teams are expected to use the framework for reporting on 2023 results next year, but results snapshots from 19 country teams are already available on the portal this year.

VII. Building efficiencies: the work of the resident coordinator system

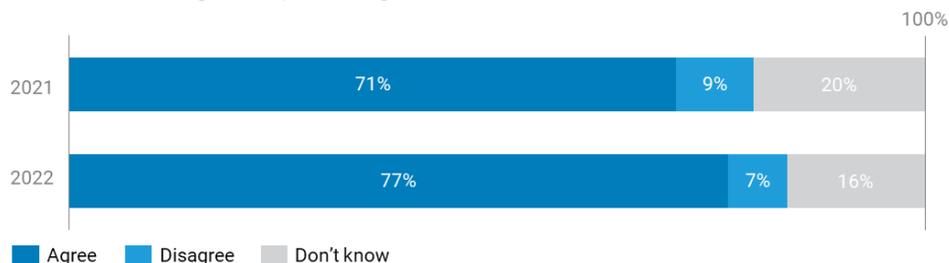
74. In 2022, the resident coordinator system concluded its operational service transition from UNDP to the Secretariat, generating savings amounting to an estimated \$3.4 million in 2022 (nearly \$10 million cumulatively since 2020). These included cost reductions through purchase of vehicles in 71 per cent of field locations, of which 21 per cent were either hybrid or electric, avoiding car-rental costs and also committing to sustainability. There has been continuous review and risk-informed planning with the Department of Operational Support and Secretariat global and regional service providers (the Economic Commission for Latin America and the Caribbean, the Economic and Social Commission for Asia and the Pacific, the Economic and Social Commission for Western Asia, the United Nations Global Service Centre, the United Nations Office at Geneva and the United Nations Office at Nairobi) to ensure effective service provision to clients. The use of the Secretariat enterprise resource planning platforms to conduct all business processes of the resident coordinator system was enabled for the first time in 2022, together with the full implementation of the Secretary-General's delegation of authority to resident coordinators and the Development Coordination Office for the management of financial and human resources, procurement, travel and property.

75. The resident coordinator system was also a crucial component of efficiencies gained through the transformation of United Nations development system services. Serving as the secretariat for the United Nations Sustainable Development Group's business innovation group, the Development Coordination Office has deployed \$11.5 million since 2019 in specialized capacities and other resources to advance workstreams related to business operations strategies, common back offices and common premises. These efforts are paying off, with system-wide cost efficiencies estimated at around \$405 million, an increase of 47 per cent from \$275 million as set out in detail in the Secretary-General's report on the quadrennial comprehensive policy review of operational activities for development of the United Nations system ([A/78/72-E/2023/59](#)). The Office also supported the business innovation group in revising the efficiency road map moving forward (2022–2024), by course-correcting all workstreams, focusing on potential high-volume areas for accelerating gains. It provided critical design support for the first batch of common back offices in six countries (Brazil, Jordan, Kenya, Senegal, United Republic of Tanzania and Viet Nam). It offered essential support for the annual updates of country-level business operations, to address effectiveness through high-impact common services, such as renewable energy use, gender-responsive procurement and disability inclusion and accessibility. The Office also supported the business innovation group's introduction of hybrid work model space guidelines to ensure the efficient and cost-effective use of space and premises.

76. Resident coordinators increasingly stepped up to lead on cost efficiencies, advancing implementation of business operation strategies, common premises and shared services, as in Antigua and Barbuda, Fiji, St. Vincent and the Grenadines and Togo, among many. In addition, resident coordinators are leading the way in shifting towards greener solutions, such as the solar-powered United Nations House in Timor Leste. Host Governments are increasingly appreciative of efforts by resident coordinators in minimizing duplication (see figure 23).

Figure 23
Minimizing duplication of effort among United Nations entities

Host country Governments' response to:
The resident coordinator helps to minimize duplication of efforts among United Nations agencies, ensuring the efficient use of resources:



Source: Department of Economic and Social Affairs survey of host country Governments, 2022.

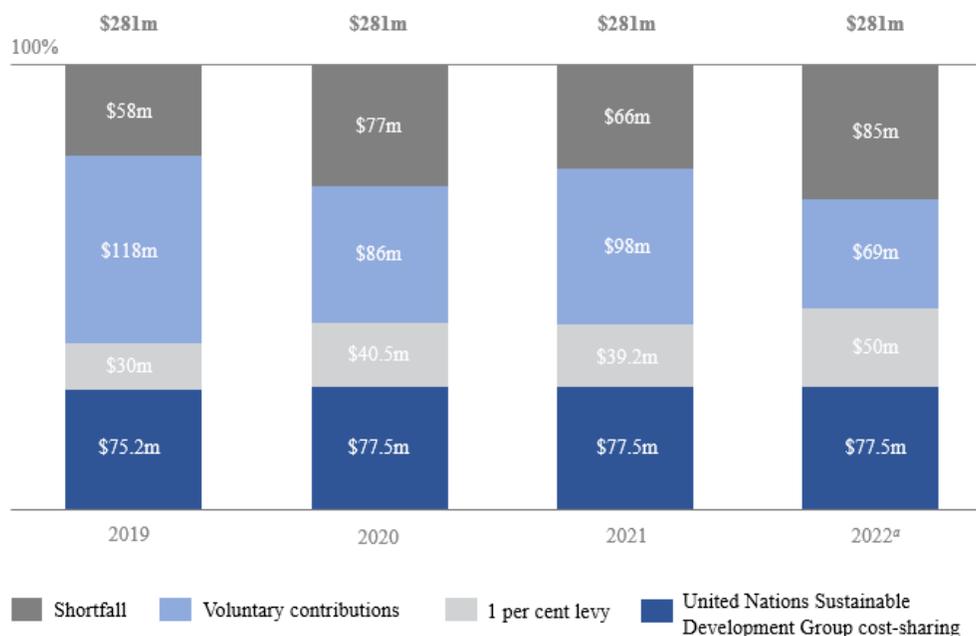
77. Nevertheless, sustained progress requires targeting more investment to the common premises initiative, strengthening United Nations development system capacities across the system for common back offices (including to reduce lengthy approval timelines in some entities) and continued leadership by each principal of the United Nations Sustainable Development Group to ensure buy-in by entities' workforces. There is strengthened commitment among members of the Group, which should be celebrated. The Development Coordination Office was, however, forced to significantly scale back its support for the business innovation group because of funding challenges.

VIII. Funding of the resident coordinator system

78. The agreed budget of \$281 million for the resident coordinator system is a critical minimum investment that stems from a careful analysis of the functions needed for effective development coordination (see figure 24). Of the total spending on development activities by United Nations entities, it represents only approximately 1.7 per cent (and less than 1 per cent if humanitarian spending is considered). In addition, the resident coordinator system has continued to prove its value as a strategic investment to maximize the impact of development responses worldwide. Nonetheless, the voluntary contributions component of the special purpose trust fund of \$154 million has remained perpetually underfunded, in contrast to the good performance of the cost-sharing by the United Nations Sustainable Development Group (\$77.5 million) and increasing revenues from the 1 per cent levy on tightly earmarked funding (\$50 million in 2022).⁴

⁴ The vast majority of Member States have opted for the agency-administered option. Iceland, Sweden and the European Union, however, have selected the donor-administered option providing predictability, as originally envisaged when the levy was created.

Figure 24
A persistent funding gap for funding the resident coordinator system
 (United States dollars)



Source: Development Coordination Office, 2023.

^a For 2022 the levy amount represents a projection, pending finalization in May 2023; variance in voluntary contributions may occur owing to exchange rates when contributions were received.

79. Despite significant commitments by Member States, in 2022 the special purpose trust fund faced the largest funding gap to date. Voluntary contributions totalled merely \$69 million, leaving a gap of \$85 million; only 27 donors contributed (including three members of the Group of 77),⁵ down from 28 in 2021. This is the lowest number of contributors since the establishment of the resident coordinator system. In addition, three of the nine multi-year agreements running through 2022 came to an end. As of April 2023, only 11 Member States had made firm commitments and funding was disbursed by just seven. This translated into a significant liquidity crunch halfway through 2022, when the resident coordinator system was fully capacitated and emerging from the pandemic set-up that had allowed operational costs to be reduced.

80. The Development Coordination Office enacted several cost-control measures for 2022 designed to immediately reduce expenses and mitigate the result of this unprecedented funding gap, while carefully minimizing the impact on field operations and core staffing capacity. These measures included temporary freezing of select vacancies; reductions in provisional consultancies and short-term thematic contracting of capacities; cutbacks in support for resident coordinator offices by the regional teams of the Office; and downsizing of the country-level coordination fund, which is vital for convening and spearheading initiatives by country teams and partners on the ground. Unless adequate, predictable and sustainable funding for the

⁵ Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Iceland, Ireland, Italy, Liechtenstein, Luxembourg, Netherlands (Kingdom of the), New Zealand, Norway, Philippines, Portugal, Republic of Korea, Slovenia, Spain, Sweden, Switzerland, Timor-Leste, United Arab Emirates, United Kingdom of Great Britain and Northern Ireland and United States of America.

resident coordinator system is provided, these measures are expected to continue, and expand, in 2023.

81. At a time of increasing demands, the ambition envisioned for resident coordinator system results must be matched by adequate support. Failure to do so will inevitably have far-reaching effects on the ability of the system to support countries on their paths to development, particularly as the world faces cascading crises. I echo the Secretary-General's call for all Member States to deliver on their commitments for sufficient, predictable and sustainable resident coordinator system funding. Failure to live up to funding promises will require a change by the General Assembly in the funding model to enable the resident coordinator system to deliver on its mandates.

IX. Conclusion

82. **We have indisputable evidence from the past four years that the reinvigorated resident coordinator system is yielding returns on investment, effectively delivering impact at scale.** In 2023, we will need to continue to build on these achievements, keeping ambitions high. Sustainable development remains the best solution to the world's multiple crises.

83. **Reforms have placed us on a much stronger footing to help countries accelerate action,** enabling the catalytic transitions needed for transformational change and the adjustments needed to realign financing for development. The Sustainable Development Goals Summit to be held in September 2023 will offer an opportunity to take stock, accelerate transitions and power economies to deliver on the Goals. The role of the resident coordinator system as convenor and neutral arbiter at the country level is key in this regard.

84. **We will continue to strengthen the resident coordinator system capacity to advance integrated, country-contextualized policy responses in transformative areas.** We will do so by improving the quality of common country analyses, to be even more forward-looking and integrate an analysis of pathways of change towards accelerating the momentum for the achievement of the Sustainable Development Goals. We will gear cooperation frameworks more towards economic transformation with an emphasis on green and just development pathways, and we will further strengthen resident coordinator system capacity to draw from the expertise of all United Nations entities and partners and to leverage financing for the Goals.

85. **With adequate funding, we will continue to maximize the gains we made, together, in investing in a reinvigorated coordination system for development.** The ability of the members of the United Nations development system to work together effectively and deliver on the promise of the 2030 Agenda for Sustainable Development is at stake.

Annex I

Overview of resources of the resident coordinator system special purpose trust fund

I. Overview of expenditures for 2022

1. The tables below provide information on the 2022 expenditures under the special purpose trust fund against the budgeted resources for the year. By March 2023, only \$189 million in funding had been received against the \$281.8 million budget for 2022, that is, only 67 per cent of the required budget.

2. In 2022, 63 per cent (or \$177 million) of the \$281 million budget was allocated for costs related to posts. In terms of actual expenditure, 84 per cent (or \$121 million) was incurred for the resident coordinators and the staff of their offices, who made up 91 per cent of the resident coordinator system's staff funded from the special purpose trust fund in 2022. At the country level, there was a total of 1,141 core staff, including 130 resident coordinators. At the regional level, there was a total of 35 staff in the regional teams of the Development Coordination Office for Africa, the Arab States, Asia and the Pacific, Europe and Central Asia, and Latin America and the Caribbean. At the global level, there were 77 staff in the New York-based team of the Office, which includes executive direction and management, global coordination and programme support, as presented in table 3.

3. The remaining 37 per cent of the budget covered non-post costs. This included operating expenses (12 per cent), contractual services (11 per cent), consultants (7 per cent), other staff costs (2 per cent), travel (3 per cent), supplies (1 per cent), hospitality (0.5 per cent) and furniture and equipment (0.5 per cent). It should be noted that 67 per cent of the budget lines for consultants and contractual services is allocated for the coordination fund (see General Assembly resolution [72/279](#), para. 10; see also [A/72/684-E/2018/7](#), para. 81). While the coordination fund is established at a ceiling of \$35 million each year, because of funding shortfalls only \$22.2 million was available for the fund in 2022.

4. Total expenditures in 2022 amounted to \$225 million (or 80 per cent) against the approved budget of \$281 million. This represents the highest expenditure level recorded since the inception of the reinvigorated resident coordinator system. Additional budgeted activities could not be implemented because of the funding shortfalls.

Table 1
Financial resources by component

(Thousands of United States dollars)

<i>Component</i>	<i>2022 budget</i>	<i>2022 expenditure</i>	<i>Variance</i>
A. Executive direction and management	3 667.9	3 566.2	101.7
B. Programme of work			
1. Global coordination	16 706.5	14 465.6	2 240.9
2. Regional coordination	10 361.9	9 923.1	438.8
3. Country coordination	238 585.6	187 281.2	51 304.4
Subtotal	265 654.0	211 669.9	53 984.1
C. Programme support	12 504.5	10 398.7	2 105.8
Total	281 826.4	225 634.8	56 191.6

Table 2
Financial resources by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2022 budget</i>	<i>2022 expenditure</i>	<i>Variance</i>
Post	177 792.6	144 543.4	33 249.2
Non-post	104 033.8	81 091.4	22 942.4
Total	281 826.4	225 634.8	56 191.6

Table 3
Post resources by component for 2022

(Number of posts)

	<i>Professional and higher</i>								<i>General Service and related</i>		<i>National staff</i>		<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/I</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>National</i>		
												<i>Professional Officer</i>		<i>Local level</i>
A. Executive direction and management	–	1	1	–	3	4	2	–	11	2	1	–	–	14
B. Programme of work														
1. Global coordination	–	–	–	2	10	16	12	–	40	–	3	–	–	43
2. Regional coordination	–	–	5	–	8	11	5	–	29	–	–	–	6	35
3. Country coordination	–	2	34	82	87	124	2	–	331	–	–	414	396	1 141
Subtotal, B	–	2	39	84	105	151	19	–	400	–	3	414	402	1 219
C. Programme support	–	–	–	1	3	7	2	–	13	6	1	–	–	20
Total	–	3	40	85	111	162	23	–	424	8	5	414	402	1 253

II. Estimated and proposed financial requirements for 2023

5. Under the special purpose trust fund for the resident coordinator system, in 2023 the system aims to collect a total of \$281 million: \$154 million from voluntary contributions, \$77.5 million from the cost-sharing arrangement and \$50 million from the 1 per cent coordination levy.

6. The 2023 budget is maintained at the same level of \$281 million as the budget for 2022. It includes, however, cost-neutral redeployment of resources across budget classes, reflecting the adjustment of planning to actual requirements. These redeployments reflect mainly an increase of \$3.3 million under furniture and equipment, due mainly to the acquisition of vehicles for the resident coordinator offices; an increase of \$2 million under general operating expenses to cover increased costs of rental, utilities and maintenance of facilities; and an increase of \$1.8 million under staff travel given the easing of pandemic-related travel restrictions. These are offset by decreases in other objects of expenditure, primarily under contractual services (\$4.5 million), as a result of efficiencies created by streamlined systems, including the phased transition of operational services to the Secretariat and reduced provisions of \$2.1 million for other staff costs reflecting the increased recruitment and onboarding of staff.

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

Table 4
Financial resources by component

(Thousands of United States dollars)

Component	2022 expenditure	2023 estimate	Change		2024 estimate
			Total	Percentage	
A. Executive direction and management	3 566.2	4 092.6	550.8	13.5	4 643.4
B. Programme of work					
1. Global coordination	14 465.6	16 466.4	(1 525.8)	(9.3)	14 940.6
2. Regional coordination	9 923.1	10 388.5	1 933.1	18.6	12 321.6
3. Country coordination	187 281.2	239 723.9	1 110.6	0.5	240 834.5
Subtotal, B	211 669.9	266 578.8	1 517.9	0.6	268 096.7
C. Programme support	10 398.7	11 155.0	(2 068.7)	(18.5)	9 086.3
Total	225 634.8	281 826.4	–	–	281 826.4

Table 5
Financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 estimate	Change		2024 estimate
			Total	Percentage	
Post	144 543.4	177 338.0	(8 304.8)	(4.7)	169 033.2
Non-post	81 091.4	104 488.4	8 304.8	7.9	112 793.2
Total	225 634.8	281 826.4	–	–	281 826.4

III. Locally mobilized resources

8. In 2022, a dedicated trust fund was established by the Development Coordination Office to account for earmarked contributions received at the country level for activities financed by third parties for functions that go beyond the core focus of the special purpose trust fund. Such additional support functions include advisers, such as peace and development advisers, human rights advisers, electoral officers and country-level pooled fund managers. A budget of \$9.2 million was established for 2022, reflecting 2021 expenditure levels; the actual revenue recorded for 2022 was \$3.4 million, with an additional \$4.8 million in commitments received for future years. Accordingly, the resident coordinator system has planned for a similar level (\$9.2 million) of locally mobilized resources in 2023.

Annex II

Resident coordinator system results framework

The following multi-annual results framework for the resident coordinator system is presented pursuant to 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 for reporting by the year 2025, against results achieved up to 2024, in line with the current cycle of the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

The resident coordinator system includes resident coordinators and their offices at the country level, as well as the Development Coordination Office. The resident coordinator system aims to ensure that the United Nations development system works together more effectively, efficiently and transparently in support of national efforts to advance the 2030 Agenda for Sustainable Development and achieve the Sustainable Development Goals. In line with General Assembly resolutions [72/279](#) on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, [75/233](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and [76/4](#) on the review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement, as well as Economic and Social Council resolutions following the annual segment on operational activities for development, resident coordinators are the highest-ranking representatives of the United Nations development system, tasked with leading United Nations country teams (General Assembly resolution [72/279](#), para. 9). The strengthened focus on independent, impartial and empowered coordination and leadership (resolution [72/279](#), para. 8) provided through the resident coordinator system is therefore a means to an end.

As such, in order to enable the effective and efficient collaboration of the United Nations development system at the country level and to facilitate tailored, integrated sustainable development policy and financing solutions to support host Governments, the results framework of the resident coordinator system spans two distinct dimensions. The first relates to the enabling environment created through investments directly in the resident coordinator system for robust structures and processes, including by matching capacities and skill sets to country-specific settings, providing policy guidance for more coherent policy and programming responses through common country analysis and cooperation frameworks and enhancing accountability and transparency through United Nations results reports and common information platforms. The second relates to the functioning of United Nations country teams that plan, deliver and are more accountable jointly to national Governments. Ultimately, results are also measured in the degree of satisfaction expressed by Governments with respect to the support offered. For that reason, the indicators of the present framework include measurements of results achieved by resident coordinators, resident coordinators' offices and United Nations country teams alike, as well as Government perceptions of their work.

The indicators included in the framework draw from existing data sources, including the United Nations Sustainable Development Group information management system, UN-Info and the surveys administered by the Department of Economic and Social Affairs of resident coordinators, United Nations country teams, United Nations development system entity headquarters and national Governments.

The response rates in 2022 for those data sources were as follows:

- Survey of resident coordinators: 95 per cent in 2022 (92 per cent in 2021)
- Survey of host country Governments: 66 per cent in 2022 (72 per cent in 2021)
- Survey of United Nations development system entity headquarters: 81 per cent in 2022 (78 per cent in 2021)
- Survey of United Nations country teams: 38 per cent in 2022 (34 per cent in 2021)
- UN-Info and the United Nations Sustainable Development Group information management system survey: 100 per cent of resident coordinator offices (2022 and 2021)

Objective 1 Resident coordinator system leadership

Outcome 1.1. The enhanced resident coordinator system leadership at the country, regional and global levels advances the effectiveness of United Nations support for the implementation of the Sustainable Development Goals and the 2030 Agenda

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>Source</i>
1.1.1 Diverse and effective resident coordinators with profiles and skill sets tailored to the needs of countries	Percentage of resident coordinators				Development Coordination Office
	• from programme countries	46% (2019)	58%	49%	
	• who are women	50% (2019)	50%	50%	
	Percentage of resident coordinators ad interim in post	18% (2019)	10%	11%	Development Coordination Office
	Percentage of host Governments agreeing that the resident coordinator has the right profile and skill sets to support their country's development (strongly agree and agree)	78% (2019)	95%	90%	Survey of national Governments
	Percentage of host Governments stating that the resident coordinator effectively leads the United Nations country team's strategic support for national plans and priorities in (strongly agree and agree)				Survey of national Governments
	• Least developed countries	86% (2019)	90%	88%	
• Landlocked development countries	77% (2019)	90%	88%		
• Small island developing States	70% (2019)	90%	86%		
• Middle-income countries	80% (2019)	90%	94%		

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>Source</i>
1.1.2 Effective resident coordinator office capacities in support of United Nations development system's efforts and impact in country	Percentage of resident coordinator offices fully staffed with core professional capacities	77% (2021)	90%	70%	Development Coordination Office
	Percentage of resident coordinator offices that rate the support on networks for knowledge-sharing as being of "good" quality	49% (2020)	75%	63%	UN-Info, information management system
	Percentage of United Nations country teams that rate the support by the resident coordinator office as "very effective" or "somewhat effective" in:				
	• Strategic planning	90% (2021)	92%	90%	
	• Economic analysis and solutions	66% (2021)	92%	92%	
	• Data and results reporting	84% (2021)	92%	86%	
1.1.3 Management and accountability framework implemented	Percentage of host Governments agreeing that, compared with the period prior to the reform, the resident coordinator displays strengthened or increased impartiality vis-à-vis United Nations entities (to a moderate and great extent)	59% (2019)	90%	80%	Survey of national Governments
	Rating of resident coordinators' performance by United Nations country team members (on a scale from 1 to 7) ^a	5.8 (2020)	6	5.9	Development Coordination Office
	Percentage of resident coordinators and United Nations country teams that state that the implementation of the management and accountability framework has improved in the past year (strongly agree and agree)				Surveys of resident coordinators and of United Nations country teams
	• Resident coordinators	84% (2021)	90%	84%	
	• United Nations country teams	87% (2021)	90%	80%	

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>Source</i>
1.1.4 Effective Development Coordination Office support services provided to the United Nations development system	Percentage of United Nations Sustainable Development Group members that state that the Development Coordination Office has effectively supported the entity's engagement with the Sustainable Development Group (strongly agree or agree)	86% (2021)	100%	90%	Survey of United Nations development system entity headquarters
	Percentage of relevant United Nations Sustainable Development Group members reporting that they complete the reform checklist and share it with their governing body annually	N/A (new)	100%		Development Coordination Office

^a Based on resident coordinator leadership profile values, attributes, knowledge and competencies, including leading change, facilitating collective action, analysing and identifying pathways for impact in complex environments, building trust, fostering innovation and driving results, with a rating of 1 meaning "almost never" and a rating of 7 meaning "always".

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

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>Source</i>
1.2.1 Visible and transparent system-wide results	Percentage of Cooperation Framework joint workplans in UN-Info published on the United Nations Sustainable Development Group data portal	66% (2021)	90%	81%	UN-Info, information management system
	Percentage of annual United Nations country results reports produced	64% (2019)	100%	100%	UN-Info, information management system
	Percentage of United Nations Sustainable Development Group members requiring their country programming to be reflected in the joint workplans of the Cooperation Framework in UN-Info)	55% (2021)	90%	55%	Survey of United Nations development system entity headquarters
1.2.2 Effective joint advocacy and communications	Percentage of United Nations country teams with a communications strategy aligned with the Cooperation Framework	81% (2019)	85%	91%	UN-Info, information management system

Objective 2 Convening and partnerships to deliver Sustainable Development Goal policy and financing solutions

Outcome 2.1. The resident coordinator system brings together global, regional and domestic assets to enable integrated, high-quality policy and programming for poverty eradication and Sustainable Development Goal solutions

Corporate output	Indicator	Baseline	2025 target	2022 results	Source
2.1.1 Enhanced capacities for high-quality Sustainable Development Goal analysis and tailored programming responses	Percentage of common country analyses that were updated in the past year	80% (2021)	95%	72%	Development Coordination Office
	Average number of the following types of development system entities that are signatories of Cooperation Frameworks:				UN-Info, information management system
	• Entities with no physical presence	5.1 (2021)	7	5	
	• Specialized agencies	5.1 (2021)	7	5.4	
	Percentage of host Governments stating that the Cooperation Framework is aligned with their country's development needs and priorities (very closely and closely)	92% (2019)	95%	92%	Survey of national Governments
	Percentage of host Governments considering the United Nations configuration in-country to be adequately tailored to their needs and challenges (strongly agree and agree)	86% (2019)	90%	87%	Survey of national Governments
2.1.2 Strengthened system-wide support to eradicate poverty and leave no-one behind	Percentage of Cooperation Frameworks/United Nations Development Assistance Frameworks that include cross-border initiatives	57% (2021)	67%	56%	UN-Info, information management system
	Percentage of country-level joint programmes ^a in United Nations country teams addressing the following sectors/themes:				UN-Info, information management system
	(a) Poverty reduction and basic services ^b	(a) 65% (2020)	90%	49%	
	(b) Economic transformation and financing for development ^c	(b) 16% (2020)	60%	23%	
	(c) Gender equality and women's empowerment	(c) 44% (2020)	80%	42%	
	(d) Environmental sustainability ^d and disaster risk reduction	(d) 17% (2021)	65%	13%	

Corporate output	Indicator	Baseline	2025 target	2022 results	Source
	(e) Leaving no-one behind ^e	(e) 17% (2021)	65%	40%	
	(f) Human rights ^f	(f) 11% (2021)	40%	20%	
2.1.3 Enhanced data-driven and innovative solutions	Percentage of United Nations country teams providing data against agreed common indicators on the United Nations development system contribution to advancing the Goals	N/A (new)	95%	15%	UN-Info, information management system
	Percentage of resident coordinator offices reporting that the use of innovative approaches ^g led to higher United Nations country team performance ^h	38% (2020)	60%	42%	Development Coordination Office

^a A joint programme is anchored in an approved Cooperation Framework and contributes to catalytic change, linked to one or more Cooperation Framework outcomes, country priorities and Sustainable Development Goals through more coherent and cross-sectoral approaches involving two or more entities in the United Nations country team, regardless of whether they are physically present or not (see also “Guidance note on a new generation of joint programmes”, Development Coordination Office, 2022).

^b Includes joint programmes for poverty eradication, zero hunger, good health and well-being, quality education, clean water and sanitation, and decent work.

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

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

^e Includes joint programmes for youth engagement, disability inclusion, Indigenous Peoples and other people in vulnerable situations.

^f In line with General Assembly resolution [75/233](#), para. 28.

^g Innovative approaches range from behavioural shifts to technological solutions. The indicator measures innovative approaches that include artificial intelligence, machine learning, behavioural science, big data, crowdsourcing, futures and foresight, gamification, mobile feedback mechanisms, portfolio sense-making, and real-time monitoring.

^h Defined as higher effectiveness, efficiency and/or usefulness for beneficiaries.

Outcome 2.2. The resident coordinator system fosters strategic partnerships to enable integrated support for sustainable and predictable funding for the Cooperation Framework and Sustainable Development Goal financing

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>Source</i>
2.2.1 Strengthened partnerships for Sustainable Development Goal implementation and financing at all levels	Percentage of United Nations country teams that have international financial institution members/observers:				UN-Info, information management system
	• World Bank	44% (2021)	60%	45%	
	• International Monetary Fund	21% (2021)	40%	24%	
	Percentage of United Nations country teams that have entered into a formal partnership ^k with the private sector	65% (2021)	80%	60%	UN-Info, information management system
2.2.2 Enhanced national Sustainable Development Goal financing capacities	Percentage of United Nations country teams that provided support to Governments that requested the design and implementation of a national Sustainable Development Goal financing strategy	79% (2021)	95%	97%	UN-Info, information management system
	Percentage of Cooperation Frameworks developed in the past year with a multi-year funding framework	18% (2020)	90%	32%	UN-Info, information management system
2.2.3 Increased collective funding initiatives for United Nations integrated support to countries	Percentage of United Nations country teams with a joint funding/resource mobilization strategy	28% (2021)	50%	31%	UN-Info, information management system
	Percentage of United Nations country teams that, under the leadership of the resident coordinator, successfully mobilized resources from global pooled funds	85% (2021)	90%	82%	UN-Info, information management system

^k Defined by a memorandum of understanding or similar agreement.

Outcome 2.3. The resident coordinator system strengthens United Nations cross-pillar collaboration for enhanced programmatic integration and impact to strengthen prevention and durable solutions for the 2030 Agenda

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>Source</i>
2.3.1 Strengthened synergies across development, humanitarian and peacebuilding interventions	Percentage of host Governments (where there is a multi-hatted resident coordinator) agreeing that the resident coordinator displayed strengthened ability to serve as an entry point for easy access to United Nations offer/expertise across the system (strongly agree and agree)	62% (2019)	85%	82%	Survey of national Governments
	Percentage of United Nations country teams in mission settings that have a joint mission-country team structure/mechanism in place	56% (2021)	85%	84%	UN-Info, information management system
	Percentage of United Nations country teams that work with humanitarian actors, as relevant, on:				UN-Info, information management system
	<ul style="list-style-type: none"> • Joint needs analysis • Complementary and joined-up planning 	56% (2020) 26% (2021)	65% 65%	61% 40%	

Outcome 2.4. The resident coordinator system engenders the trust and inclusion of all development stakeholders in Sustainable Development Goal implementation

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>Source</i>
2.4.1 Joint dialogues with Governments to identify priorities and ensure effective United Nations response	Percentage of United Nations country teams with a joint national-United Nations steering committee that met at least once in the past 12 months	64% (2020)	95%	82%	UN-Info, information management system
2.4.2 Inclusive consultations and feedback loops with other development partners	Percentage of Cooperation Frameworks in the past year prepared in consultation with:				UN-Info, information management system
	(a) Parliamentarians	(a) 53% (2020)	60%	22%	
	(b) Civil society	(b) 87% (2020)	95%	89%	
	(c) Private sector	(c) 77% (2020)	90%	68%	
	(d) Universities/academia	(d) 63% (2020)	70%	51%	
	(e) Development partners (bilateral and multilateral donors)	(e) 67% (2020)	90%	89%	
	(f) Women and girls	(f) 29% (2021)	95%	70%	
	(g) Youth	(g) 46% (2021)	80%	70%	
	(h) Persons with disabilities	(h) 18% (2021)	70%	54%	
	(i) Indigenous Peoples	(i) 14% (2021)	20%	19%	

Objective 3 Management of the resident coordinator system

Outcome 3.1. The resident coordinator system ensures accountability and transparency for resources through solid management and oversight

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>Source</i>
3.1.1 Strengthened resource mobilization to secure a sustainable funding base	Total funding raised for the resident coordinator system (annually) <ul style="list-style-type: none"> • Voluntary contributions • 1 per cent levy • United Nations Sustainable Development Group cost-sharing 	\$223 million (annual) (2019)	\$281 million (annual)	\$196 million	Development Coordination Office
	Number of Member State contributors to the special purpose trust fund (annually)	34 (2019)	55	27	Development Coordination Office
	Number of Member States committed to multi-year contributions to the special purpose trust fund	10 (2019)	30	9	Development Coordination Office
3.1.2 Effective and results-based management of the special purpose trust fund for the resident coordinator system	Percentage of special purpose trust fund annual utilization rate	78% (2019)	90%	80%	Development Coordination Office
	Cash reserve balance at the end of the year	15% of budget reserve (2021)	15% of budget reserve	0%	Development Coordination Office
3.1.3 Accountable management planning and governance	Percentage of audit and evaluation recommendations addressed to the Development Coordination Office and implemented by due date	32% (2021)	70%	43%	Development Coordination Office

Outcome 3.2. Resident coordinator system operations remain agile and fit for purpose

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>Source</i>
3.2.1 Quality services provided to resident coordinators and resident coordinator offices	Percentage of resident coordinator offices that rate day-to-day support for resident coordinator/ resident coordinator office operations by Development Coordination Office regional teams as “good” or “adequate”	92% (2021)	95%	92%	UN-Info, information management system
	Percentage of resident coordinator offices that rate the administrative/operational support provided by the Development Coordination Office team in New York as “good” or “adequate”	80% (2021)	95%	86%	UN-Info, information management system
3.2.3 Strengthened enabling environment for the resident coordinator system	Number of host country agreements in place for resident coordinator offices and the Development Coordination Office	90 (2021)	138	104	Development Coordination Office
	Number of resident coordinator offices maintaining an updated business continuity plan	130 (2020)	131	131	Development Coordination Office
3.2.2 Effective human resources management that meets the needs of the resident coordinator system	Percentage of regular recruitments completed within the target time frame (120 days)	70% (2021)	95%	62%	Development Coordination Office

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

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>Source</i>
3.3.1 Saved resources through system-wide efficiencies	Cost-efficiencies accrued from system-wide and entity-specific reform initiatives (total)	\$90 million (2019)	\$310 million	\$405 million	Development Coordination Office
3.3.2 Business operations strategies implemented and monitored	Percentage of United Nations country teams annually monitoring and updating business operations strategies	60% (2020)	100%	95%	Development Coordination Office
3.3.3 Back-office functions consolidated into common back offices at country level	Number of common back offices designed and approved following the reform	0 (2019)	50	0	Development Coordination Office
3.3.4 Premises consolidated into common premises, effectively and efficiently	Percentage of all United Nations premises that are common remises	19% (2019)	50%	30%	Development Coordination Office

Outcome 3.4. The resident coordinator system ensures effective implementation of United Nations Secretariat-wide management strategies and action plans

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>Source</i>
3.4.1 Resident coordinator system's commitments to gender parity, women's empowerment and opportunities are met	Percentage of indicators of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women for which the Development Coordination Office meets or exceeds targets	60% (2020)	95%	94%	Development Coordination Office
3.4.2 Effective monitoring of and reporting on the Secretary-General's policy on protection and response to sexual exploitation and abuse	Percentage of resident coordinators submitting end-of-year management letter/certification on protection from sexual exploitation and abuse and on the reporting of allegations of sexual exploitation and abuse	80% (2021)	100%	85%	Development Coordination Office
3.4.3 United Nations Disability Inclusion Strategy implemented	Percentage of United Nations Disability Inclusion Strategy entity accountability framework indicators for which the Development Coordination Office meets or exceeds targets	58% (2021)	90%	67%	Development Coordination Office