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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

Five years into the implementation of the reinvigorated resident coordinator system, the system has been consolidated as the cornerstone of the repositioned United Nations development system. The historic development system reforms, ushered in by the General Assembly in 2018 through its resolution [72/279](#) and continued through its resolution [75/233](#), have been realized, and the investments by Member States and the United Nations system are now yielding dividends.

In the report, the Chair of the United Nations Sustainable Development Group provides details of results achieved in 2023 and throughout the past cycle of the quadrennial comprehensive policy review of operational activities for development of the United Nations system to foster a more efficient, effective and accountable United Nations development system that responds to country needs. Resident coordinators are marshalling integrated United Nations country team responses and leveraging resources of diverse partners to support national efforts to realize the 2030 Agenda for Sustainable Development. They are facilitating more access to pooled funding and financing for Sustainable Development Goals solutions, improving the accountability for and transparency of results and advancing operational efficiencies, thereby enabling resources to be reinvested in programmatic support to countries. These results, delivered in conjunction with the country teams, have been attested to in a growing body of independent studies and evaluations and in the reporting against the resident coordinator system results framework. For example, the Office of Internal Oversight Services (OIOS) found a 10 per cent increase in the number of country team members who reported that resident coordinators led on delivering high-quality integrated policy advice and enabled joint advocacy in 2023 as compared with 2021.



New opportunities for collaboration and coordination are also emerging. With the renewed momentum and direction stemming from the political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly,^a resident coordinators are working with United Nations country teams to support Member States in delivering on their renewed commitment to bold, ambitious, accelerated, just and transformative actions. Resident coordinators are bringing together the breadth of United Nations policy expertise to support Member States' ambition. They are enabling greater engagement by specialized and non-resident United Nations entities and increasing opportunities to foster deeper partnerships with a variety of stakeholders, including the private sector, civil society, and international financial institutions. For example, 55 per cent of cooperation frameworks include the participation of international financial institutions. Critically, the resident coordinator system is putting greater emphasis on convening partners and stakeholders with a view to strengthening partnerships in country team delivery, including through increased use of joint programmes. Joint programmes and inter-agency pooled funds are hallmarks of a more effective and integrated United Nations development system.

There are still areas that need strengthening to maximize the immense potential of the reinvigorated development coordination function. The empowered and impartial resident coordinator system is effective only as long as it has mutually reinforcing relationships with those that it coordinates. In a survey of United Nations country team members conducted by the Department of Economic and Social Affairs in 2023, there was a 29 per cent decrease in the number of those reporting that the implementation of the management and accountability framework had improved in the past year, so action must be taken to overcome remaining challenges. To this end, the management and accountability framework will be reviewed this year, in close cooperation with United Nations Sustainable Development Group entities, to identify options for strengthening adherence. In addition, efforts are under way to reduce the number of resident coordinators appointed on an interim basis and to increase diversity in the resident coordinator system. Resident coordinators are also working with United Nations entities to further align entity-specific country planning documents with cooperation frameworks and identifying means of further integrating the expertise of non-resident entities.

As noted in the 2023 OIOS evaluation of the resident coordinator system support to enabling coherent United Nations policy advice (IED-23-019), pooled funds were reported as one of the most significant enabling factors for integrated United Nations policy advice at the country level. Resident coordinators are working to facilitate greater utilization of pooled and joint funds in countries and continue to oversee joint initiatives on behalf of United Nations country teams – working to ensure that United Nations entities leverage their respective comparative advantages. In this regard, the Joint Sustainable Development Goals Fund, while undercapitalized, is demonstrating positive catalytic effects in enabling joint responses by country teams and leveraging additional Goal financing.

The report serves to detail the impact of the prolonged funding shortfall on the ability of the resident coordinator system to deliver on its mandate and the expectations of the General Assembly. Benefiting from dialogues with Member States and the United Nations system, a streamlined and more strategic funding compact has been presented by the Secretary-General for the 2024 operational activities for development segment of the Economic and Social Council. Nevertheless, a sustainable solution is required. To this end, the Secretary-General has also presented a proposal to the General Assembly, pursuant to its resolution [76/4](#), to address this shortfall.

As we look towards the new cycle of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, Member States' support of the resident coordinator system will be especially important. The next cycle presents an opportunity to ensure that the reforms leading to the repositioned United Nations development system and the reinvigorated resident coordinator system are well rooted as countries seek to accelerate action to meet the Sustainable Development Goals.

^a General Assembly resolution [78/1](#).

I. Introduction

1. The year 2023 saw a stagnation in the progress on the 2030 Agenda for Sustainable Development, with achievements on the Sustainable Development Goals falling far below expectations. It was a year beset by compounding crises, socioeconomic instability, deepening inequalities, the ongoing climate emergency and rising and unsustainable debt burdens. At a time when the world has a mounting need for support, the gap between needs and funding for sustainable development has been growing. Declining development finance, together with protracted crises and new conflicts and disasters, negatively affected the sustainable development trajectories of countries around the globe.

2. Against this sobering backdrop, Member States redoubled their commitment to achieving the Sustainable Development Goals at the 2023 Sustainable Development Goals Summit and agreed to take ambitious and accelerated actions. This increase in ambition raises the expectations that Member States have of resident coordinators and United Nations country teams in terms of accompanying countries on their path to achieving the Goals. Member States recognized the critical role of providing coherent and tailored United Nations support to countries for Goal acceleration and committed to fully supporting the United Nations development system, including the resident coordinator system and the Joint Sustainable Development Goals Fund, to deliver bigger and better.¹

3. The results in the present annual report on the reinvigorated resident coordinator system are encouraging. Just five years after initiating the reforms, the investments in coordination are enabling a development system that is more coherent, effective, efficient and accountable in response to specific country needs and priorities for Sustainable Development Goal acceleration.

4. Over the course of 2023, resident coordinators, in their role as the most senior United Nations development system representatives at the country level, continued to anchor their leadership in the United Nations Sustainable Development Cooperation Frameworks, which reflect prioritized commitments agreed with national Governments to advance the Sustainable Development Goals. Resident coordinators relied on the rich and varied expertise available across the United Nations system for the provision of tailored support, including integrated policy advice, to national Governments. Working with United Nations country teams, they helped to translate the visions of global summits at the country level and address the specific needs and requests for tailored support contained in the programmes of action and associated reviews for the least developed countries, landlocked developing countries and small island developing States. They also helped to catalyse progress by United Nations entities on United Nations system-wide operational efficiencies at the country level to free up more resources for programming. The transparency of and accountability for results improved, with a focus on assuring the quality of the strengthened collective data platforms and products on the work and results across the United Nations development system. The United Nations response in Morocco, Pakistan, the Sudan, Ukraine and other countries affected by humanitarian crises benefited from the capacity and agility of the United Nations Resident and Humanitarian Coordinator, who also helped to enable recovery and sustainable development activities tailored to meet the countries' specific sustainable development needs.

5. These achievements are evidence of both the timeliness and the positive benefits of the 2018 vision for the reform of the United Nations development system, with the establishment of a reinvigorated resident coordinator system at its core. Sections II to VI below provide an overview of the performance of the reinvigorated resident

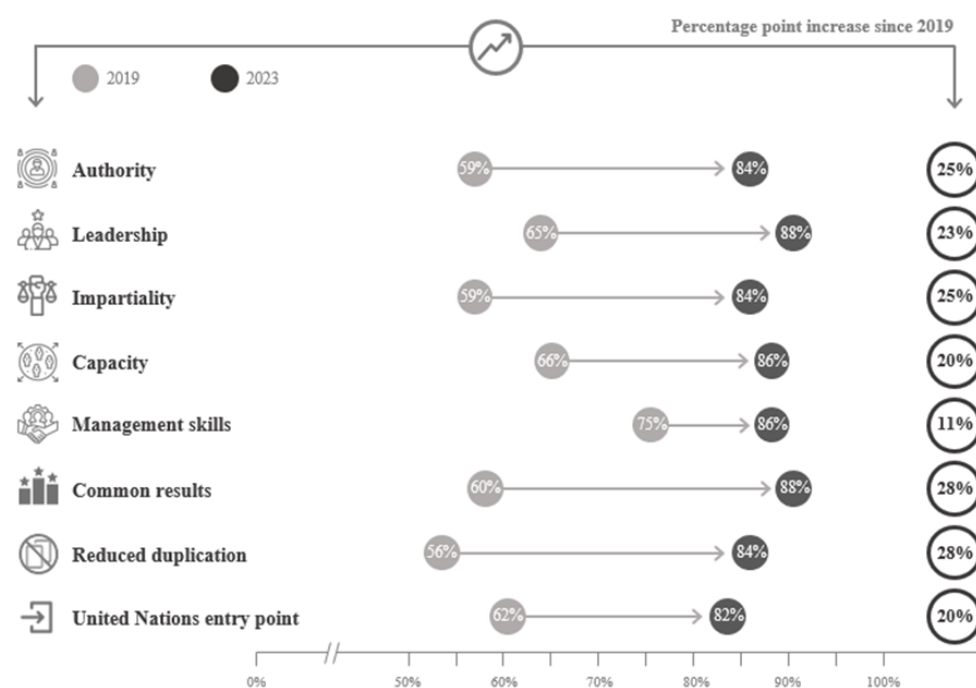
¹ See General Assembly resolution 78/1.

coordinator system, while sections VII and VIII provide details of the associated operations and investments in the new development coordination architecture that has made possible the results of the resident coordinator system.

6. Host Governments are highly satisfied with the results of the resident coordinator system (see figure 1). Reporting by resident coordinators, United Nations country teams, host countries, contributing countries and others against the resident coordinator system results framework (see annex II) and the quadrennial comprehensive policy review monitoring framework shows overall improvements. The positive performance is also supported by new external studies and independent evaluations, such as the Office of Internal Oversight Services (OIOS) evaluation of resident coordinator leadership for policy support and an independent, third-party mapping of United Nations development system functions and capacities, adding to the growing body of evidence on the value added by the resident coordinator system.²

Figure 1

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



Source: Department of Economic and Social Affairs survey of host Governments, 2023.

Note: The only category that saw a decrease compared with 2022 is “United Nations entry point”. However, it should be noted that the percentage point increase for 2022 was incorrectly reported as 35 per cent instead of 25 per cent in the 2023 report of the Chair of the United Nations Sustainable Development Group (E/2023/63). Similarly, the correct percentage point increases for “Leadership” and “Capacity” in 2022 were 20 and 17 per cent, respectively, not 30 and 27 per cent, as reported in E/2023/63.

² The evidence includes the Office of Internal Oversight Services evaluations of the resident coordinator system contribution to country-level programme coherence (2021) and of Development Coordination Office regional support (2022); the system-wide evaluations of the United Nations development system socioeconomic response to the coronavirus disease (COVID-19) (2022) and of the Joint Sustainable Development Goals Fund (2022); the United Nations Population Fund evaluation of its engagement in United Nations development system reform (2022); and the Multilateral Organisation Performance Assessment Network assessment of United Nations development system reform (2021).

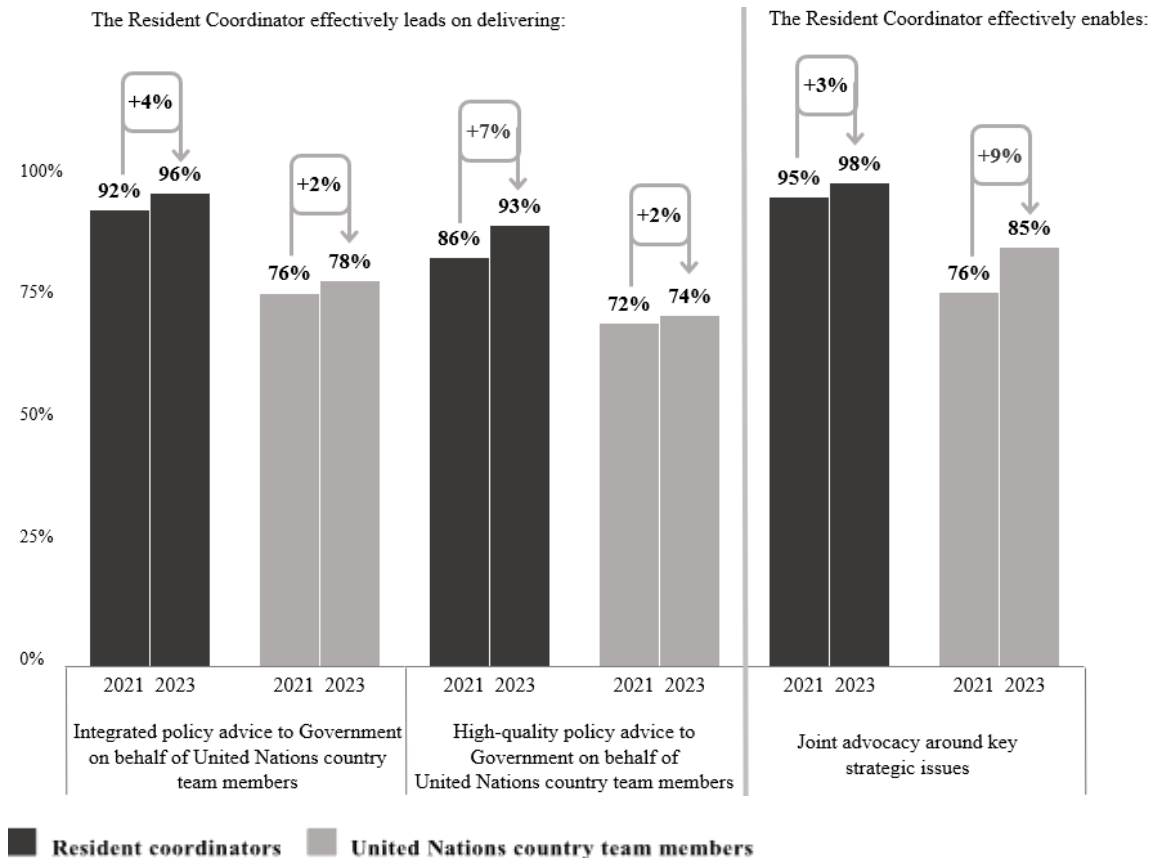
II. Effective integrated responses: accelerating action to achieve the Sustainable Development Goals, tailored to the country context

7. For Governments and development partners, the Resident Coordinator serves as a key entry point for accessing the full and diverse range of expert United Nations capacities – with the more than 35 United Nations development system entities providing increasingly integrated and effective policy support and financing solutions for Sustainable Development Goal acceleration.

8. In 2023, building on the momentum from recent summits and global policy dialogues, resident coordinators emphasized the transformations needed for Sustainable Development Goal acceleration, which Governments embraced during the Sustainable Development Goals Summit to fast-track progress on the Goals. Resident coordinators helped to steer United Nations country team support to countries pursuing transitions in food systems, energy, digital connectivity, education, and jobs and social protection and addressing the triple crisis of climate change, biodiversity loss and pollution. Resident coordinators are making increased use of their convening capacity to rally the United Nations and partners for greater impact – to advance policy shifts, forge partnerships, build pipelines of initiatives that can be taken to scale, and scale up national and subnational capacity. They are also working with country teams to better tailor responses to specific country contexts.

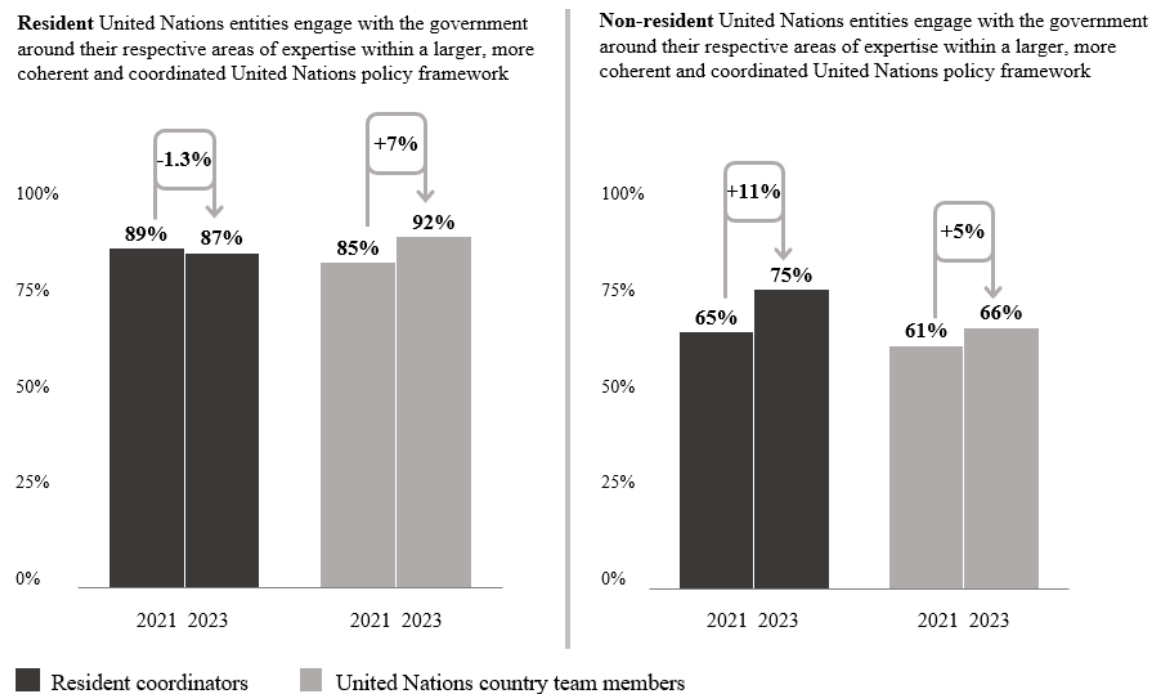
9. There is mounting evidence that the reforms have largely delivered on expectations and the mandates that Member States set out in General Assembly resolutions [72/279](#) and [75/233](#). In its 2023 evaluation of resident coordinator leadership for policy support, OIOS concluded that resident coordinators had effectively leveraged United Nations expertise – in-country and non-resident – to enable integrated policy advice and had engaged effectively with senior levels of Government and development partners to enable policymaking aligned with Member State needs. This support helped to enhance government capacity for advancing progress on the Sustainable Development Goals, including through the development of new or revised policies or policy frameworks. Interviews conducted by OIOS with resident coordinators, United Nations country team members and government officials found that Cooperation Framework coordination mechanisms, along with pooled funds and resident coordinator leadership, impartiality and interpersonal skills, were key factors (see figure 2).

Figure 2
Resident coordinators and United Nations country team members surveyed by the Office of Internal Oversight Services (OIOS) reported that the Resident Coordinator effectively led on delivering high quality, integrated policy advice in 2023 and enabled joint advocacy around key strategic issues, as compared with 2021



Source: Office of Internal Oversight Services (OIOS) survey, 2023.

Figure 3
A majority of resident coordinators and United Nations country team members surveyed by OIOS reported that resident and non-resident United Nations entities engaged with the Government around their respective areas of expertise within a more coherent and coordinated United Nations policy framework

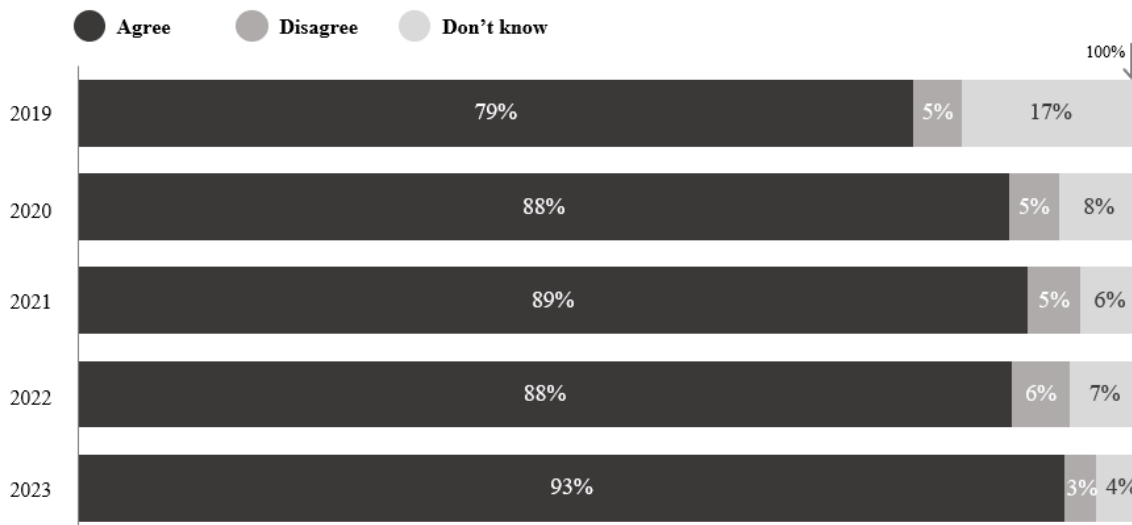


Source: OIOS survey, 2023.

10. The responses to the annual surveys conducted by the Department of Economic and Social Affairs confirm the increased ability of independent and impartial resident coordinators to effectively lead United Nations country team strategic support for national plans and priorities compared with the period before the reforms, with 92 per cent of host Governments stating this in 2023 against 79 per cent in 2019 (see figure 3). New indicators introduced to measure the ability to help Governments to transform their national capacities and policies for Sustainable Development Goals acceleration are equally encouraging: 79 per cent of host Governments agreed that the Resident Coordinator and the country team built the capacity of public institutions for Goal acceleration. Similarly, 84 per cent of country team members agreed that resident coordinator leadership provided support for changes needed in national policies and regulatory frameworks to advance the Goals (see figures 4–6).

Figure 4

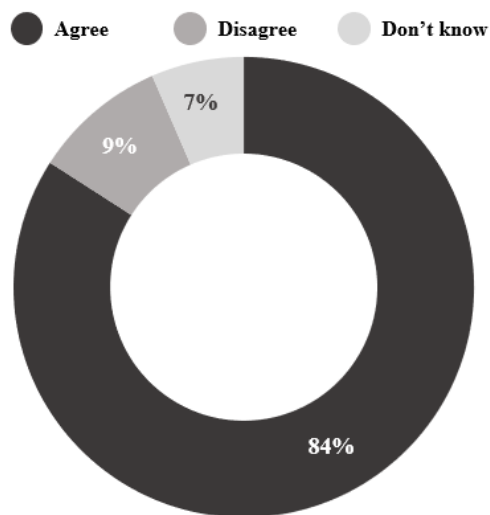
Host Government's response to:
The Resident Coordinator effectively leads the United Nations country team strategic support for national plans and priorities:



Source: Department of Economic and Social Affairs survey of host Governments, 2023.

Figure 5

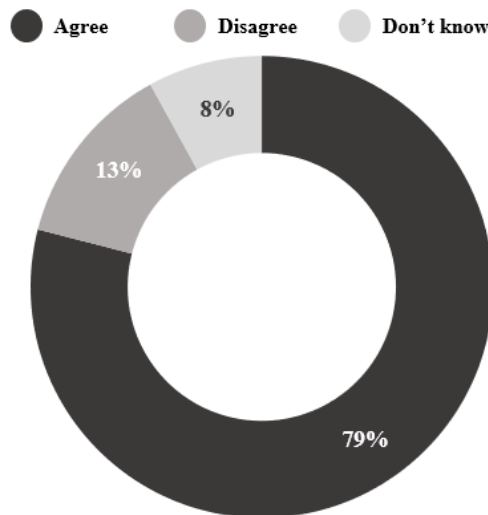
United Nations country teams' response to:
The Resident Coordinator has led the United Nations country team in providing support for needed changes in national policies and regulatory frameworks to advance the Sustainable Development Goals:



Source: Department of Economic and Social Affairs survey of United Nations country team members, 2023.

Figure 6

Host Governments' response to:
The Resident Coordinator and the United Nations country team have built the capacity of public institutions for Sustainable Development Goal acceleration:



Source: Department of Economic and Social Affairs survey of host Governments, 2023.

11. Evidence is also growing that the United Nations entities place great value on the role of resident coordinators as enablers of results across their mandates. The findings from the 2022 independent evaluation of United Nations Population Fund (UNFPA) engagement in the United Nations development system reform confirm that the

repositioned system and reinvigorated resident coordinator function have provided an enabling environment for UNFPA to advance the normative agenda and leverage joint programming for results. The Fund is finalizing a strategy for leveraging the reforms, including by strengthening its engagement with resident coordinators in-country.

12. With Cooperation Frameworks having replaced the previous United Nations Development Assistance Frameworks, the United Nations development system is now better positioned to support national Sustainable Development Goal acceleration.³ Resident coordinators work closely with host Governments on defining the activities set out in the Cooperation Frameworks, in order to ensure their full alignment with national plans and priorities, bringing together the breadth of United Nations entities to marshal their expertise and policy resources. This marks a major shift from the practice prior to the reforms, in which United Nations programming was often the result of a compilation of individual projects of each entity, often disconnected from or loosely connected to national priorities.

13. In addition, the leadership of resident coordinators resulted in systematic improvements in the participation of non-resident entities in country-level collective United Nations strategies. In 2023, for the first time, 100 per cent of United Nations country teams reported the participation of non-resident entities in the United Nations common country analyses, compared with only 70 per cent in 2019, with a doubling of participation by international financial institutions between 2020 and 2023 in nearly two thirds of country teams. Non-resident entities have also increased their participation in Cooperation Frameworks, from 76 per cent in 2022 to 85 per cent in 2023, while international financial institution participation has remained relatively constant at 55 per cent.⁴

14. Resident coordinators are working closely with United Nations country teams, using new coordination capacities, tools and pooled funding, to accelerate action in transformative areas for the achievement of the Sustainable Development Goals. The leadership of United Nations Sustainable Development Group principals in championing this approach has been critical. The focus throughout has been on ensuring a tailored approach, including to support the development of national capacities and assets across different country settings. For example, in Timor-Leste, Joint Sustainable Development Goals Fund resources enabled the country team to support government prioritization of \$80 million for a food basket scheme, which provides households with locally sourced food items and boosts demand for local production. In Uganda, Fund resources, backed by a \$13.5 million commitment from the Government, helped the Uganda Development Bank to establish a facility for concessional financing to promote climate-smart agriculture, climate-resilient infrastructure and low-carbon industries. In Mexico, resident coordinator leadership facilitated access to Fund resources, which enabled coherent country team support in the adoption of a national care systems law that will cover an estimated 46 million people by 2030.

15. Nevertheless, obstacles remain. System-wide commitments made through Cooperation Frameworks do not uniformly translate into coordinated delivery in-country. This will require better alignment of the programming and configuration by United Nations development system entities of their capacities with Cooperation Frameworks, and strengthened monitoring and reporting on how entity-specific activities contribute to collective United Nations country team results in line with national priorities and needs. According to the country team survey conducted by the Department of Economic and Social Affairs in 2023, only two thirds of United Nations

³ Cooperation Frameworks are in place in all but six countries. The previous United Nations Development Assistance Framework or other similar planning framework was extended in five countries owing to special circumstances, and one country never developed a framework. All these countries are expected to develop a Cooperation Framework within the next biennium.

⁴ UN-Info, information management system survey, 2023.

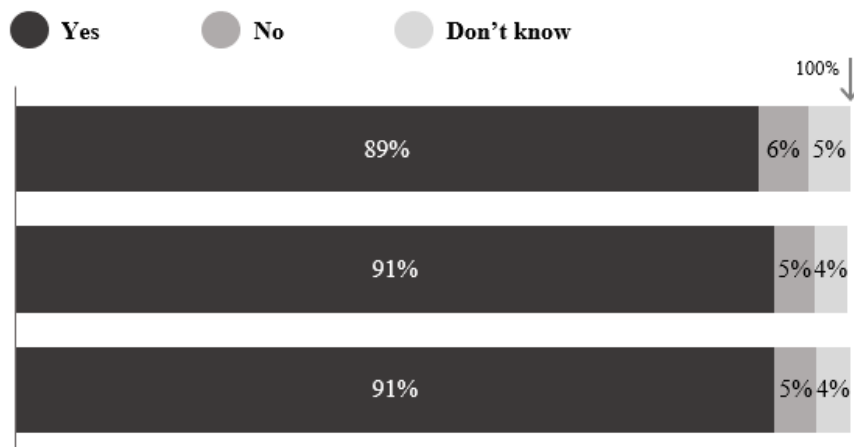
entities recognize obligations to report to the Resident Coordinator on key activities, including planning (67 per cent) and resource mobilization (63 per cent). Member State oversight through the governing bodies of United Nations entities will be critical in making this happen.

16. In addition, the share of multi-year funding frameworks for the implementation of Cooperation Frameworks remains low. This makes it difficult for United Nations country team entities to provide coherent financial information, given their different costing and results-based budgeting approaches. The Development Coordination Office is therefore investing in helping resident coordinators and resident coordinator offices to drive improvements and working with United Nations entities to further identify and implement planning approaches that can strengthen alignment with Cooperation Framework outcomes.

17. United Nations country teams have also made visible progress in ensuring a robust focus on the most vulnerable and providing normative support, including on gender equality and the empowerment of all women and girls, youth engagement, disability inclusion, and the localization of the Sustainable Development Goals to reach the most vulnerable. In its 2023 evaluation, OIOS found that resident coordinators supported the advancement of human rights and efforts to leave no one behind for sustainable development in national policymaking dialogue. Some 91 per cent of country team members surveyed by the Department of Economic and Social Affairs in 2023 agreed that resident coordinators fostered coherent and strategic engagement with the Government on the normative agenda of the United Nations (see figure 7), and 92 per cent consulted with the Resident Coordinator on sensitive cases in that respect.

Figure 7

United Nations country teams' response to:
The Resident Coordinator fosters a coherent and strategic engagement with government counterparts on the normative agenda of the United Nations:



Source: Department of Economic and Social Affairs survey of United Nations country team members, 2023.

18. However, United Nations country teams have not sufficiently drawn upon accepted human rights recommendations from the universal periodic reviews, human rights treaty bodies and special procedures. In 2023, only 58 per cent of country teams that reported engagement with the review said that they used the recommendations. Resident coordinators can do more to explore what additional support may be needed in their specific country contexts to enable greater use of the human rights recommendations to inform their support for national institutions.

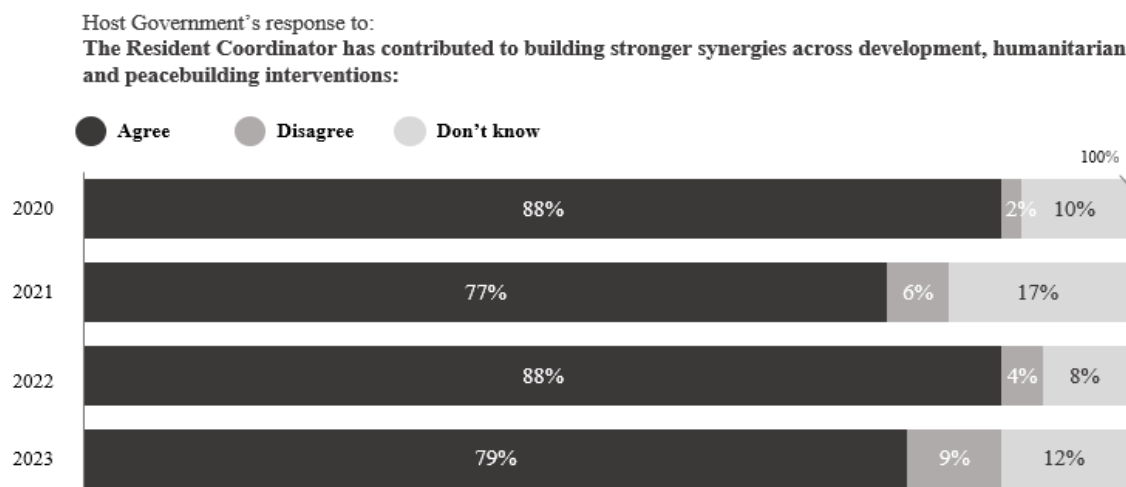
19. With regard to gender equality, a record number of 97 United Nations country teams reported on the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women in 2023, under resident coordinator leadership, compared with only 76 in 2022. Resident coordinators are also central for the application of the mandatory country team gender equality marker; the marker was applied by 91 country teams (70 per cent) in 2023, compared with 43 in 2020. Under the marker, a financial threshold of 70 per cent of available resources is expected to be allocated to gender equality activities, with 41 per cent of country teams reaching the target in 2023. Resident coordinators channelled investments of the Spotlight Initiative to end violence against women and girls to country teams in 26 countries – contributing to national capacity-building that resulted in the adoption of nearly 500 laws and policies to end such violence. The system also supported the development of capacities for gender-sensitive data.

20. Resident coordinators have championed youth engagement under the United Nations Youth Strategy in support of national development efforts. Some 94 per cent of common country analyses and Cooperation Frameworks today include a youth focus. In Egypt, the convening of young people by the Resident Coordinator led to the establishment of a youth climate change committee at the Ministry of Youth and Sports to integrate youth perspectives into national climate policies. In Bhutan, the Resident Coordinator Office surveyed 25,000 young people in person and an additional 15,000 through social media to ensure that their needs and aspirations underpinned United Nations country team programming. In Guinea, the Resident Coordinator Office enabled consultations with more than 1,000 young people for the common country analysis update.

21. Resident coordinator office support enabled 100 per cent of respondent United Nations country teams to report on the annual implementation of the United Nations Disability Inclusion Strategy for the third year in a row. In India, an inter-agency coordination mechanism for disability inclusion was officially established as an integral part of the new Cooperation Framework governance structure for 2023–2027. In Uganda, various organizations of persons with disabilities, including the National Union of Women with Disabilities, contributed to the design and implementation of the Cooperation Framework for the period 2021–2025. Resident coordinators are also responsible for coordinating country team engagement against sexual exploitation and abuse, including developing and implementing annual action plans to mitigate the risks therein. In 2023, 118 country teams had a plan, and 90 per cent of resident coordinators had taken administrative measures necessary for effective monitoring and reporting on the Secretary-General's policy on protection and response to sexual exploitation and abuse; we must reach 100 per cent compliance as soon as possible.

22. In line with the request of the General Assembly in its resolution [75/233](#), resident coordinators have strengthened synergies across the work of the United Nations, ensuring that the efforts of the United Nations through different pillars better address root causes of crises and reduce drivers of humanitarian needs, risks and vulnerabilities as foundations for sustainable development – albeit with different levels of satisfaction over the years (see figure 8). According to the survey of host Governments conducted by the Department of Economic and Social Affairs for 2023, 79 per cent of host Governments recognized this role, and 82 per cent of United Nations country team members confirmed that resident coordinators had contributed to building stronger synergies across development, humanitarian and peacebuilding interventions.

Figure 8



Source: Department of Economic and Social Affairs survey of host Governments, 2023.

23. In mission settings, “triple-hatted” resident coordinators – those also serving as humanitarian coordinators and deputy special representatives of the Secretary-General – have been central to linking peacebuilding and development interventions, thereby ensuring coherence between United Nations country team support for development and the work of the mission. This enables the investments in United Nations peace operations to serve as the foundation for sustainable peace and development outcomes aligned with national needs and priorities. For example, in the Democratic Republic of the Congo, the Resident Coordinator’s collaboration with national and provincial authorities led to a pioneering “Tanganyika strategic results framework” for the third largest of the country’s 26 provinces, aligned with the provincial development plan. The framework has served to inform the development of a transition plan of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the province and is being replicated in the three remaining provinces where the Mission is still present. In Mali, the Resident Coordinator has mobilized support across the United Nations system in the context of the withdrawal of the United Nations Multidimensional Integrated Stabilization Mission in Mali to set up a new multi-partner trust fund to enable the transfer of relevant tasks to the country team.

24. In other complex settings, “double-hatted” resident coordinators also serving as humanitarian coordinators lead the emergency response while ensuring that United Nations activities are geared towards supporting countries to exit emergencies and return firmly to a path to sustainable development. In Lebanon, the United Nations Resident and Humanitarian Coordinator facilitated multi-stakeholder collaboration between development and humanitarian partners in which joined-up interventions were rooted in social protection. In addition, 15 resident and humanitarian coordinators in pilot countries were instrumental in supporting a wide range of partners to advance Government-led solutions to internal displacement in 2023.

25. Resident coordinators have been instrumental in enabling effective United Nations support for disaster preparedness and ensuring immediate disaster response in countries where a humanitarian coordinator has not been designated. Such efforts led to Maldives becoming the first country in Asia and the first small island developing State to embrace the Early Warnings for All objective of coverage for all people by multi-hazard early warning systems by 2027. In South Africa and Tanzania, the Resident Coordinator mobilized funding and coordinated support to the Government to address the impacts of devastating floods, while in Bolivia, Chile and Peru, the focus was on tackling the

impacts of unprecedented climate change and wildfires and floods driven by the El Niño phenomenon. In Vanuatu, the Resident Coordinator boosted the support provided by the United Nations to the Government following twin category 4 cyclones in 2023.

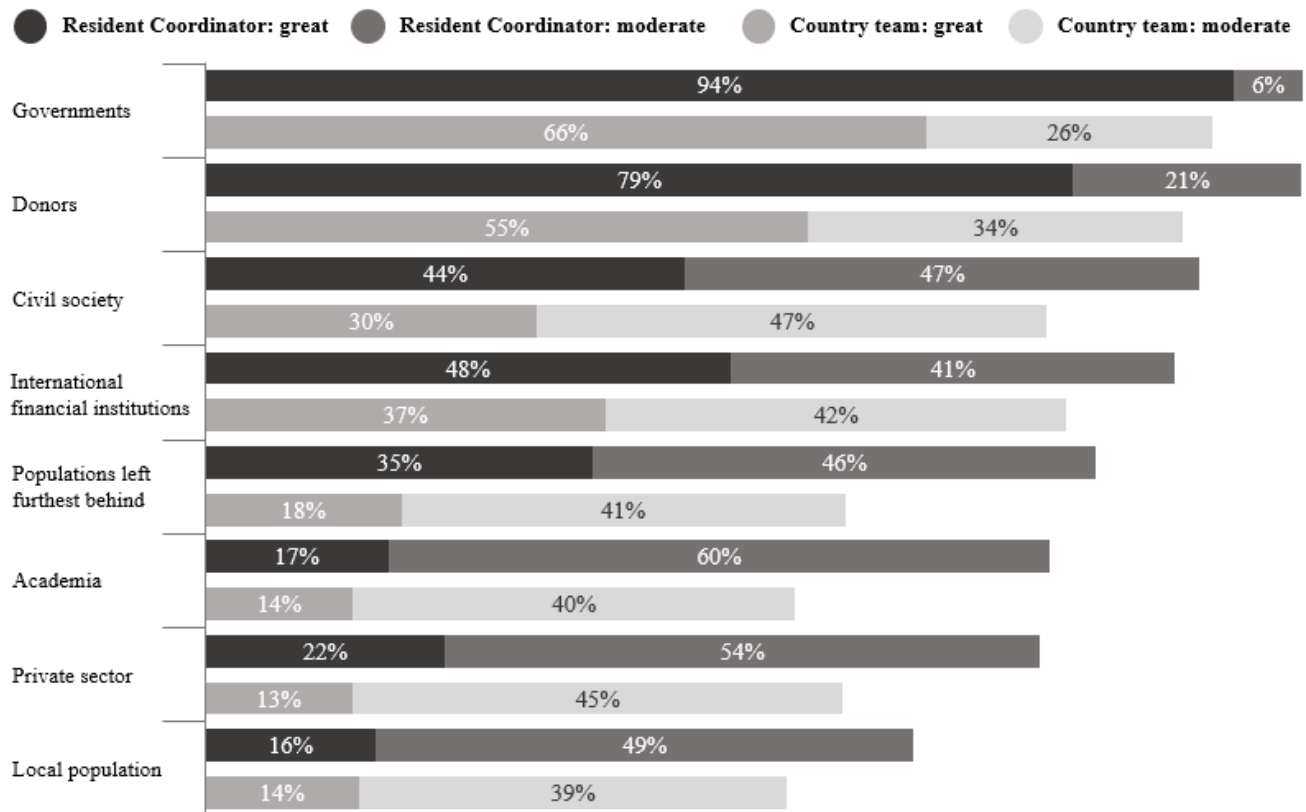
26. These examples illustrate the growing centrality of the resident coordinator role in better connecting United Nations resources and expertise and in ensuring their alignment with government needs and priorities in different settings. They also illustrate the importance of having a resident coordinator system that is fully resourced to enable the provision of agile support to countries when they are in greatest need. In addition, the 2023 OIOS evaluation highlighted the negative impacts of underfunding the resident coordinator system on effectively coordinating and enabling integrated policy responses.

III. Convening coalitions for sustainable development

27. Increasingly, resident coordinators are using their convening power to rally development partners across all sectors in support of national policy solutions and means of implementation for the Sustainable Development Goals. Resident coordinators are helping to scale up United Nations country team engagement with bilateral donors, the private sector, international financial institutions, civil society, academia and a wide range of other national and international institutions for Goal policy, partnership and financing solutions (see figure 9).

Figure 9
Resident coordinator engagement with stakeholders at the country level

Percentage of resident coordinators and United Nations country team members surveyed reporting that resident coordinators engaged the following categories of stakeholders to a “great” or “moderate” extent



Source: OIOS survey, 2023.

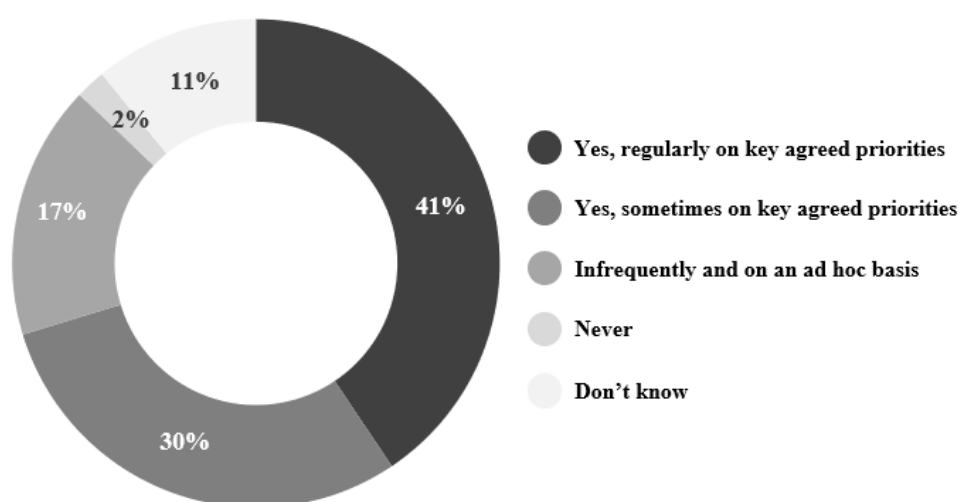
28. Working closely with host Governments, resident coordinators engage key partners to steer and align their priorities with country needs reflected in national development plans to deliver the commitments of the Cooperation Frameworks. Resident coordinators supported the work of the United Nations country teams by chairing or co-chairing with government representatives a development partner coordination mechanism in 98 countries in 2023, and more such mechanisms are being established. The mechanisms seek to bring coherence to the engagement with partners, in part to further streamline engagement on funding and programmatic priorities. Consultations with international financial institutions for the Cooperation Framework for 2023–2027 established by the Resident Coordinator in the Dominican Republic are helping to identify entry points for cooperation between the United Nations country team and relevant international financial institutions. The World Bank and the International Monetary Fund are increasingly involved in strategic planning for the preparation of new country Cooperation Frameworks. In Equatorial Guinea, a dialogue with the Africa Development Bank is ongoing to ensure synergies with the Bank’s new country programme.

29. Resident coordinators are also ensuring participatory engagement in policy dialogues on the Sustainable Development Goals, with 71 per cent of contributing countries surveyed by the Department of Economic and Social Affairs agreeing that resident coordinators convened multi-stakeholder dialogues for policy coherence and Goal policymaking (see figure 10). For example, in the Philippines, a tripartite coalition consisting of the United Nations country team, the Department of Health and the World Bank focused on reducing childhood stunting by 30 per cent through integrated investment policy and increased budgetary allocations. In its recent evaluation, however, OIOS noted that resident coordinators had engaged with the private sector and civil society to a lesser degree than Governments. To the extent permitted by funding and resourcing, this is an area in which the Development Coordination Office intends to support the further strengthening and diversification of partnerships in the coming year.

Figure 10

Contributing Governments’ response to:

Resident coordinators convene multi-stakeholder dialogues with Government and donors to support and enable policy coherence and policymaking aligned with the Sustainable Development Goals:



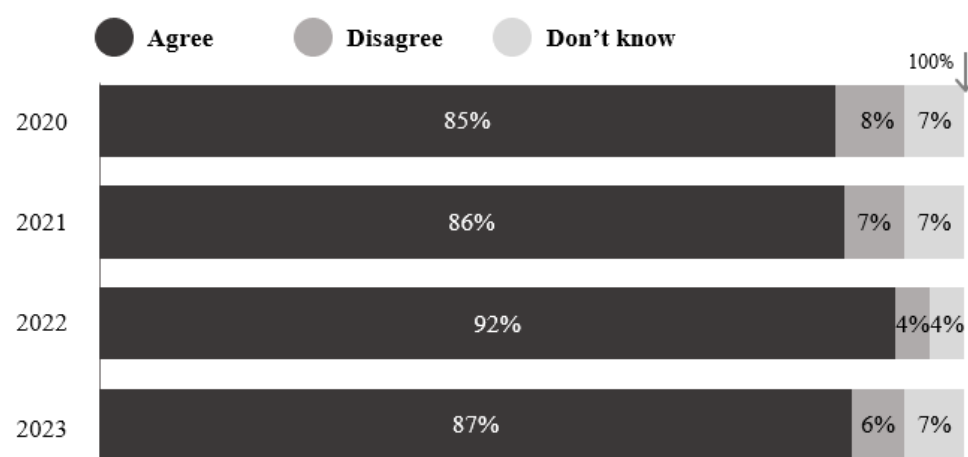
Source: Department of Economic and Social Affairs survey of contributing Governments, 2023.

30. While a majority of host Governments agree that the Resident Coordinator contributes to partnerships for the Sustainable Development Goals, there was a slight decline in positive sentiment among Governments in 2023 (see figure 11). This may be due in part to the imposition of cost curtailment measures on elements of the resident coordinator system budget that support convening and partnership development. Resourcing constraints have led to recruitment freezes for positions in 52 countries, which has impaired the ability to build and leverage partnerships.

Figure 11

Host 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 Governments, 2023.

IV. Funding and financing: resources mobilized for system-wide efforts to advance the Sustainable Development Goals

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

32. The Joint Sustainable Development Goals Fund, whose Operational Steering Committee is now chaired by the Development Coordination Office, plays a critical role in unlocking Goal financing. Its catalytic nature is evident. In 2023, each dollar committed to the Fund mobilized an additional \$18 for advancing the Goals, double the figure for 2022. About 80 per cent of this financial leverage stemmed from the Fund's support for issuing Goal-related thematic bonds, while the other 20 per cent was generated through the scale-up and replication of policy solutions, as well as co-financing through blended financing investments. For example, in Uruguay, through the facilitation of the Resident Coordinator and led by the United Nations Industrial Development Organization, with the United Nations Development Programme (UNDP) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women),

every Joint Sustainable Development Goals Fund dollar for renewable energy transition unlocked an additional \$3 in investments, with an ambitious target of mobilizing up to \$68 million, especially in the areas of green transport and related industries. For details of ways in which the Fund has had an impact as of 2023, see figure 12.

33. The Joint Sustainable Development Goals Fund has continued to promote integrated support for national policy and regulatory changes, in particular with regard to enhanced social protection in 39 countries, implementing integrated national financing frameworks for financing the Goals in 69 countries, supporting resilience in 42 small island developing States and supporting the emergency response of the United Nations in more than 100 countries to address the global cost-of-living crisis precipitated by the conflict in Ukraine. In Cuba, the Fund enabled the Economic Commission for Latin America and the Caribbean and UNDP, with the coordination of the Resident Coordinator Office, to engage more than 240 national and international experts and develop a policy road map and tools for financing economic development in the country. In Tunisia, the United Nations country team, led by the Resident Coordinator, enhanced the capacity of government officials in building food system resilience and piloted a digital system allowing vulnerable groups to directly request food assistance from local authorities. For details of ways in which the Fund has had an impact as of 2023, see figure 12.

Figure 12

Impact of the Joint Sustainable Development Goals Fund as of 2023

To date, the Fund has made \$268 million in financial commitments to 119 United Nations country teams across 236 joint programmes in collaboration with 31 United Nations entities

197 million people

Accessed new or extended social benefits

325 policies

Piloted/implemented in relation to Sustainable Development Goal financing strategies/integrated national financing frameworks

25 instruments

Being structured for blended financing (Sustainable Development Goal bonds, impact funds, climate facilities)

\$30 million

For resilience building in 42 small island developing States

\$21.4 million

For 85 joint programmes to respond to the global cost-of-living crisis

\$4.9 billion

In additional financing catalysed for the Goals

34. The Joint Sustainable Development Goals Fund saw an increase in capitalization, with contributions rising from \$20.4 million in 2022 to \$55.9 million in 2023 – but falling well short of the annual funding compact target of \$290 million. Moreover, approximately 62 per cent of the secured resources have been earmarked by donors for specific themes, challenging the Fund’s core principles of flexibility, predictability, and programme alignment with country needs. Accordingly, the Fund is now being reoriented to support key Goal transition areas through integrated policy support, which will require further adjustments in its funding approach.

35. In 2023, there was greater capitalization of country-level pooled funds – an increase of nearly \$200 million to \$1.7 billion. In its recent evaluation of the resident coordinator system, OIOS found that pooled funds had been noted across all case studies examined as one of the most significant enabling factors for integrated policy advice at the country level. In Malaysia, the Resident Coordinator Office worked with the Ministry of Finance and launched a Sustainable Development Goals trust fund for Cooperation Framework priorities with a financial envelope of around \$4.3 million. The Resident Coordinator in Tanzania mobilized nearly \$12 million from Norway for

the Goal acceleration fund of Tanzania. Resident coordinators in 57 countries also steered the design and delivery of United Nations country team joint programmes funded by the Peacebuilding Fund, including 93 new programmes approved in 2023 amounting to a total of \$202 million. For example, in the Gambia, under the leadership of the Resident Coordinator, the country team unlocked \$2 million from the Peacebuilding Fund and launched a project led by UNDP, UNFPA and the United Nations Children's Fund (UNICEF) focused on increasing the number of women in leadership positions and decision-making platforms at all levels.

36. United Nations country teams, with the leadership of resident coordinators, are contributing to identifying national opportunities for public and private investments, with 75 per cent of host Governments surveyed by the Department of Economic and Social Affairs indicating their support. Some 86 per cent of resident coordinators indicated that they had convened a diverse group of stakeholders focused on the financing mix needed to advance the Sustainable Development Goals – for which the support of economists in resident coordinator offices has been essential.

37. The continuing decline in the availability of sufficient and high-quality funding for United Nations development system entities and fragmented governance and business models have compounded existing challenges, as entities have to prioritize their resources and capacities as a result. Cultural and behavioural shifts are still needed in United Nations development system entities. However, increased earmarking in funding for United Nations entities weakens the collective ability and resolve to coalesce around joint planning and programmes and foment transformative system-wide results. For example, collective action requires flexibility in United Nations country team capacities, improved delivery of the common outcomes in the Cooperation Frameworks, the capitalization and utilization of pooled and thematic funds, and streamlined collective back-office operational arrangements – all of which require collective corporate agreements and investments.

V. Communicating and reporting on results: increased accountability and transparency in the work of the United Nations development system

38. In 2023, we continued to boost the transparency of and accountability for results, enhancing capacities and tools for system-wide monitoring and reporting. For the second consecutive year, all resident coordinator offices produced a United Nations country results report in 2023, increasing the visibility of United Nations work in-country. The focus has now shifted to ensuring consistent quality across countries and regions, with the Development Coordination Office providing training to heads of resident coordinator offices and to communications officers and data management and results monitoring and reporting officers for effective results reporting. Preliminary analysis of United Nations country team reports shows that they are increasingly comprehensive, data-driven and strategic. The results reports are critical in providing national Governments with a comprehensive view of the results achieved in their country across the country team.

39. The Development Coordination Office has been developing more innovative tools and techniques to help disseminate information in more accessible formats, including through the management of an online space to collate material to support oversight of and discussions on funding for the resident coordinator system, and in support of the United Nations Sustainable Development Group and the outreach of its Chair to Member States through briefings, case studies and other presentations on the activities and results of the resident coordinator system. Further efforts have been made to increase awareness and facilitate visibility of country-level results through

the United Nations Sustainable Development Group Output Indicator Framework, with 63 United Nations country teams reporting against the Framework in 2023, compared with 19 in 2022. The Office also made investments to improve the strategic use of the system-wide UN-Info platform to increase the accessibility and transparency of the work of the resident coordinators and the United Nations country teams. UN-Info data are displayed publicly on the United Nations Sustainable Development Group data portal and pulled automatically into more than 130 country team websites, with more than 27 million annual views. This information facilitates greater awareness of country team priorities and accountability for delivery to national Governments and increases transparency for development partners. In Indonesia, more than 200 participants from 27 government agencies are now using UN-Info data to assess Cooperation Framework implementation progress.

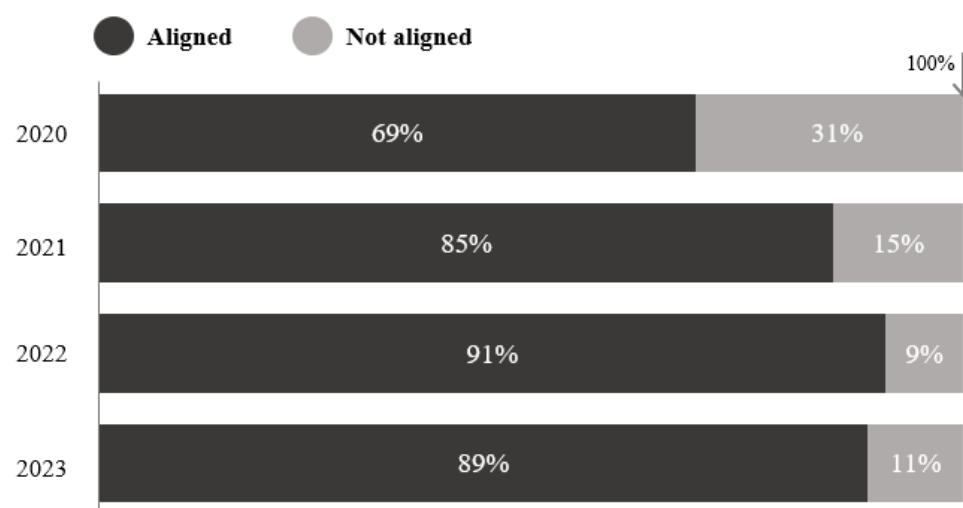
40. Accountability and transparency are enhanced by evaluations of Cooperation Frameworks. In 2022, 11 United Nations country teams concluded evaluations of their Cooperation Framework or United Nations Development Assistance Framework to inform the development of new frameworks in 2023, and seven evaluations initiated in 2023 are nearing completion. Resourcing permitting, the Development Coordination Office intends to consolidate lessons learned from these evaluations to effectively inform new Cooperation Frameworks in the future.

41. Resident coordinator offices are working with United Nations country teams to develop better joint communications strategies tailored to Cooperation Framework priorities (see figure 13). These efforts are also contributing to advancing global campaigns for the Sustainable Development Goals, led by the Department for Global Communications in countries with no Department presence. In Honduras and Sao Tome and Principe, for example, creative podcasts are used to disseminate Goal awareness and action among young people. In China, partnerships with traditional and social media companies boosted Goal awareness, with 42 million people viewing an online event aimed at young people. In all these cases, the national communications officers in resident coordinator offices played a key role, supporting resident coordinators in galvanizing United Nations country teams and key partnerships for the Goals.

Figure 13

Resident coordinators offices' response to:

The United Nations country team has a joint communications strategy aligned with the Cooperation Framework:



Source: UN-Info information management system survey, 2023.

VI. Operational efficiencies: resident coordinator system support to enable more efficient business operations

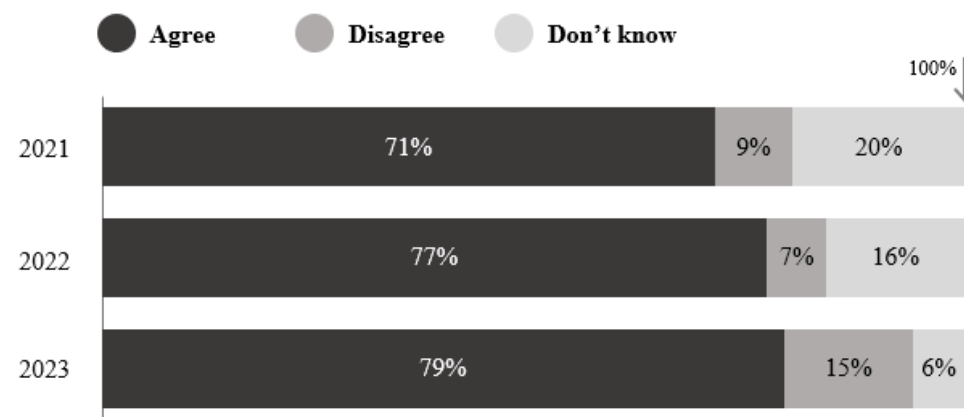
42. Following the conclusion of the transition of operational services from UNDP, the service provision architecture and service quality of the resident coordinator system continued to be integrated with Secretariat service providers and the Department of Operational Support. Cost reductions generated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

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

44. In 2023, United Nations Sustainable Development Group entities reported an unprecedented level of efficiency gains in the amount of \$553 million. Host Governments increasingly appreciate the role of resident coordinators in ensuring the efficient use of resources, and nearly 80 per cent believe that resident coordinators do so by minimizing duplication across United Nations entities (see figure 14).

Figure 14

Host 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 Governments, 2023.

45. A major milestone in 2023 was the advancement of the first United Nations Common Back Office in Nairobi, with resident coordinator leadership and Development Coordination Office capacities enabling its finalization. Served by the United Nations Office at Nairobi, together with UNICEF and the World Food Programme, it offers 101 services to over 3,500 staff from more than 60 United Nations entities. Similar efforts are under way, with priority initiatives in Brazil, Senegal, Tanzania and Viet Nam.

46. Common premises projects were completed in eight countries in 2023 (Antigua and Barbuda, Bolivia, Colombia, Ethiopia, Iraq, Mali, Morocco and Tanzania), and 43 are in progress – the largest in Egypt, hosting 2,700 staff from 36 United Nations

entities, and the closest to completion in Senegal, bringing together 34 United Nations entities and a total of 1,800 staff.

47. United Nations country team savings and operational complementarity agreed upon in business operations strategies have continued to increase, notably in travel, the management of common premises, Internet connectivity and satellite communication services. High-impact services such as renewable energy use and gender-responsive procurement continued to add value to day-to-day operations. Costa Rica, Guatemala and Indonesia are exemplary models of progress in fostering disability inclusion and enhancing accessibility.

VII. Leadership: the resident coordinator system capabilities behind sustainable development results

48. It is the investments in the development coordination function – through the Development Coordination Office as well as resident coordinators and their offices – that have made the above results possible. Notable investments have continued in building the profiles, capacities and skill sets of resident coordinators and their offices, in line with Member States’ expectations as expressed in General Assembly resolution [72/279](#) and as reinforced in Assembly resolution [76/4](#). In the latter resolution, the Assembly underscored the importance of preserving and utilizing the strengthened capacities of the reinvigorated resident coordinator system for coherent and effective responses by the development system in the decade of action. The resident coordinator system continues to maintain a country-level focus, with 90 per cent of staff in-country, 3 per cent in the regions and 7 per cent in New York.

A. Resident coordinator and resident coordinator office leadership

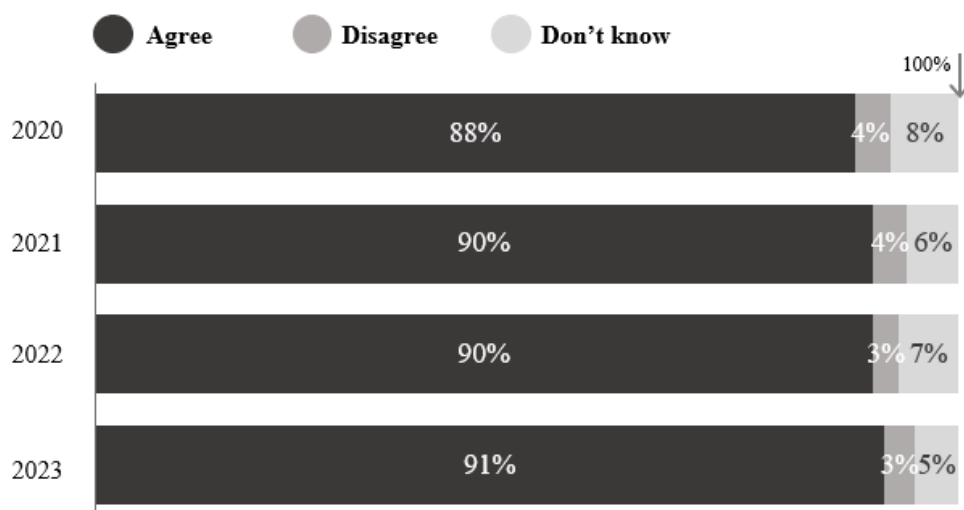
1. Strengthened resident coordinator leadership tailored to diverse country needs

49. Since 2019, the resident coordinator cohort has been entirely revamped: two thirds of the current resident coordinators were appointed after the reform and are often of enhanced calibre, as a result of new, robust assessment and selection processes. As noted earlier (see figure 1), host Governments perceive strengthened resident coordinator leadership, authority and impartiality, along with enhanced capacity, management skills, and a focus on common results. A slight decline was registered in the ability of resident coordinators to serve as a strengthened entry point to the United Nations offer (from 87 per cent in 2022 to 82 per cent in 2023), which the Development Coordination Office will investigate and correct where possible.

50. The Development Coordination Office now performs a robust analysis of the profile needed for each country, working closely with the Office for the Coordination of Humanitarian Affairs and the Department of Political and Peacebuilding Affairs/ Department of Peace Operations when resident coordinators are expected to serve as humanitarian coordinators and deputy special representatives of the Secretary-General before a resident coordinator is selected by the Secretary-General. As requested by Member States, the Office also systematically consults the host country on the required profile for the resident coordinator before advertising the position. As a result, 91 per cent of host countries responding to a Department of Economic and Social Affairs survey in 2023 considered the resident coordinator profile and skill sets appropriate to support their country’s development (see figure 15), and the vast majority of contributing countries (91 per cent, compared with 87 per cent in 2021) also surveyed by the Department in 2023 noted that the resident coordinator system had scaled up collective action for the Sustainable Development Goals.

Figure 15

Host 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 Governments, 2023.

51. The Development Coordination Office manages the resident coordinator talent pipeline with the resources available, prioritizing the leadership development of current members. Together with the Office for the Coordination of Humanitarian Affairs in the case of “double-hatted” countries, the Development Coordination Office ensures that incumbent and prospective resident coordinators already in the pipeline receive coaching, mentoring, and performance assessment in line with the highest standards.

52. The profile of resident coordinators has become more diverse. In addition to coordination expertise, resident coordinators are selected on the basis of their unquestionable expertise in sustainable development. They also have more varied professional backgrounds and bring new policy and partnership expertise in themes relating to key Sustainable Development Goal transitions such as climate change, the energy transition and the green and blue economy, development financing and digital transformation. They hail from a wider range of United Nations entities (currently 24, compared with 17 prior to the reforms) and an increasing number of non-United Nations entities (nine, compared with four before the reforms).

53. Gender balance has been largely preserved, transitional fluctuations notwithstanding (50 per cent of resident coordinators were women by the end of 2023). For the first time in the history of the resident coordinator system, the resident coordinator pool includes more women than men: 51 per cent as of March 2024, compared with 48 per cent a year ago and 42 per cent before the reforms (see figure 16).

54. Geographical representation has improved steadily, with 54 per cent of resident coordinators from programme countries, as compared with 49 per cent in March 2022 and 41 per cent before the reforms (see figure 17). The share of programme country candidates in the resident coordinator pool also jumped from 36 per cent before the reforms to 46 per cent in March 2023 and 49 per cent in March 2024.

Figure 16
Resident coordinators by gender

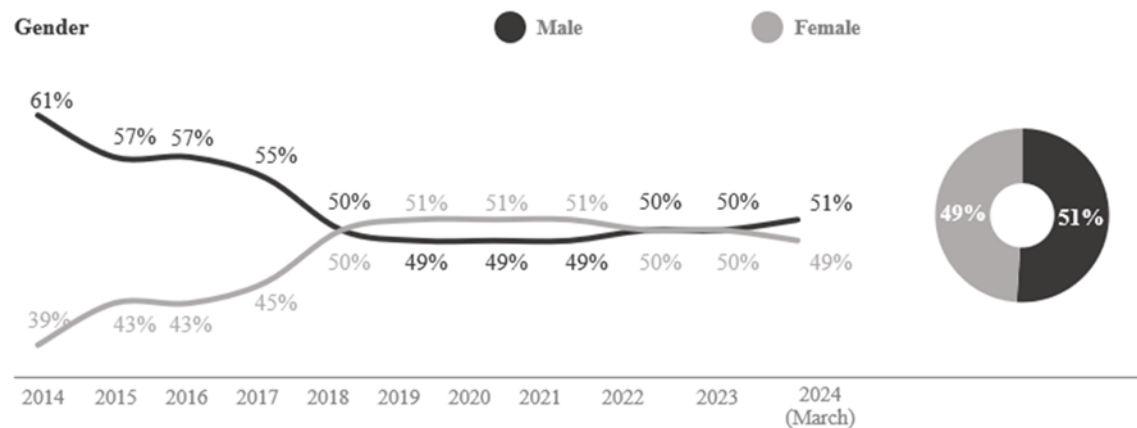
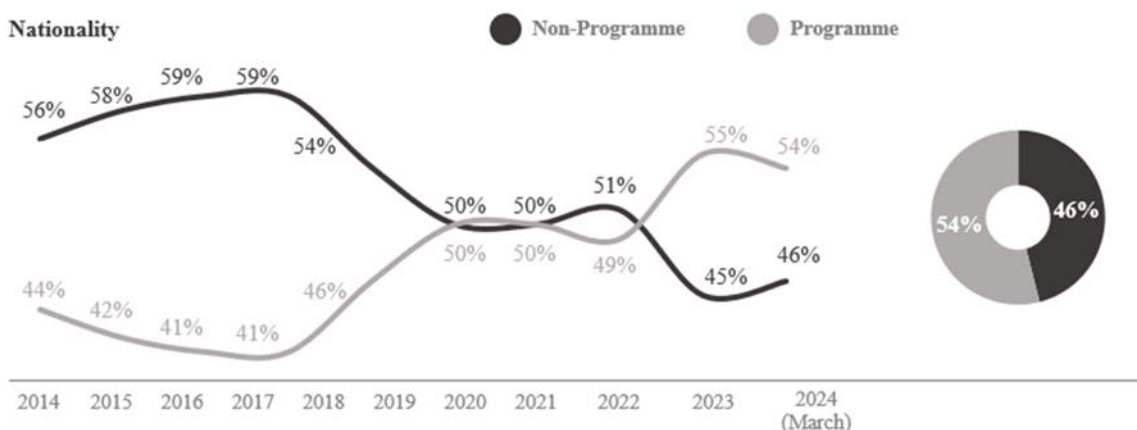


Figure 17
Resident coordinators by nationality



Source: Development Coordination Office, 2024.

55. These are important improvements. The Development Coordination Office will continue to uphold the hard-earned gender balance in the resident coordinator ranks and seek to increase the share of programme country nationals, with particular attention to diversifying the nationalities represented in the resident coordinator track.

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

57. The Development Coordination Office monitors and collects data on the performance of resident coordinators throughout the year. It proactively seeks the feedback of host countries, resident coordinator office staff, United Nations country team members, and regional directors of United Nations Sustainable Development Group entities, which informs the performance appraisals of resident coordinators. The appraisals are then conducted by the Secretary-General and the Chair of the United Nations Sustainable Development Group. Resident coordinators whose

performance did not fully meet expectations were offered support through executive coaches, mentoring from experienced former resident coordinators and team-building interventions, which helped to improve their performance.

58. In 2023, the Development Coordination Office had to curtail talent scouting owing to the existing funding gap. As a result, the number of nationalities represented in the resident coordinator ranks increased only from 56 to 57 between March 2023 and March 2024, while the number of resident coordinators from outside the United Nations decreased from 10 to 9. The intake of candidates to the talent pipeline was reduced by 46 per cent in 2022 and a further 28 per cent in 2023; it was completely paused for 2024. The Office also had to reduce the number of candidates sponsored to take the resident coordinator assessment by 40 per cent (from 91 in 2022 to 54 in 2023), resulting in an increase in the average annual share of resident coordinator positions that remained vacant (from 13 per cent in 2022 to 15 per cent in 2023) and of resident coordinators ad interim (from 11 per cent in 2022 to 18 per cent in 2023). The measures were required in order to operate within the financial resources available to the resident coordinator system.

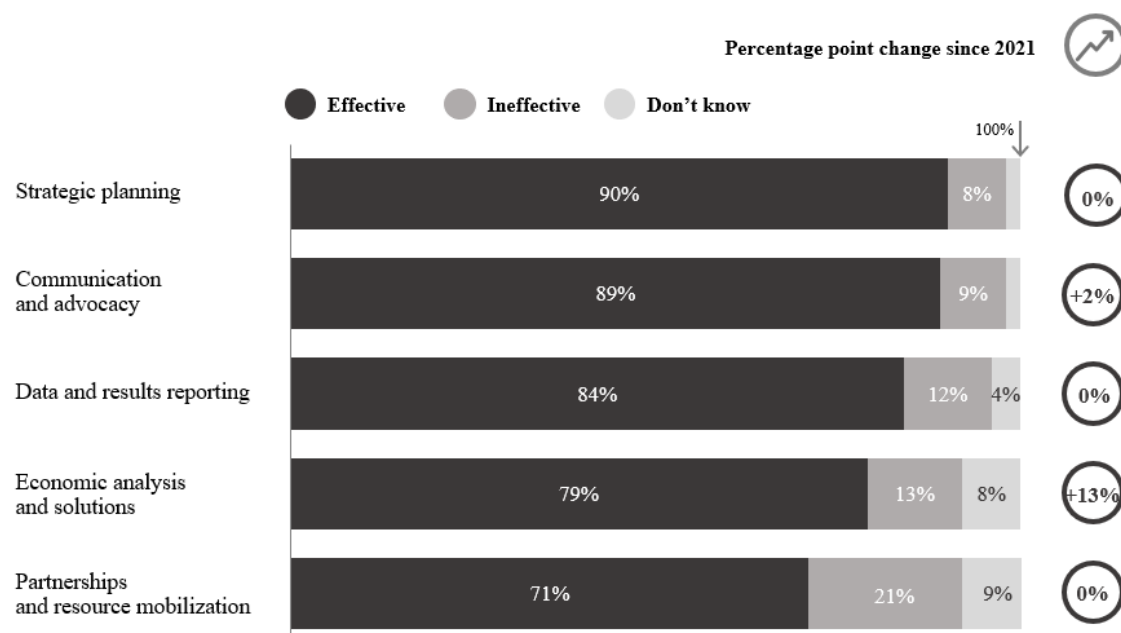
59. Empowered resident coordinator leadership also depends on consistent compliance with the respective principles, roles and responsibilities and on relationships between resident coordinators and United Nations country team members outlined in the management and accountability framework. However, both resident coordinators and country teams reported a decline in management and accountability framework compliance and implementation in 2023 relative to 2022, as evident in the resident coordinator system results framework and elaborated upon in the report of the Secretary-General on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/79/72-E/2024/12). A review of the management and accountability framework will be carried out in 2024, in close cooperation with United Nations Sustainable Development Group entities, with a view to identifying and addressing outstanding issues.

2. Strengthened resident coordinator office capacities supporting resident coordinators and United Nations country teams

60. About 90 per cent of the resident coordinator system staff are at the country level, with all resident coordinators and United Nations country teams supported by the minimum core capacities for collective strategic planning, economic analysis, partnerships, communications, and data management and results reporting. This approach is in line with the universality of the 2030 Agenda and contrasts with the situation before the reforms, when resident coordinator office resources were largely at the discretion of donor funding. Prior to the reforms, more than 50 per cent of resident coordinator offices had severely limited or no staff capacities. The resident coordinator system results illustrated in the present report are reliant on the work of the core staff.⁵ Indeed, the satisfaction of country teams with their support has remained stable or largely improved since their establishment (see figure 18).

⁵ An extensive set of examples of results facilitated by each of these capacities, across countries in all regions, is available online at <https://un-dco.org>.

Figure 18
United Nations country team member ratings of support from the resident coordinator offices



Source: Department of Economic and Social Affairs survey of country team members, 2023.

61. Resident coordinator offices continue to deliver despite staffing shortages. However, performance levels and results vary across countries, with differentiated degrees of support in some areas. At one point in time, about 50 per cent of resident coordinator offices were fully staffed with core professional capacities in 2023, and 52 offices had recruitments paused owing to the funding shortfall. Existing staff often had to step in to cover the functions of vacant posts, hampering their ability to fully deliver on their own function, offering suboptimal support in areas outside their competences to United Nations country teams and Governments. Some workstreams had to be put on hold and others curtailed. This may, in part, explain the lower satisfaction ratings by country team members since 2022 that emerge in the resident coordinator system results framework, in particular with regard to partnerships and resource mobilization, data, and results reporting.

62. The core capacities are complemented in specific country contexts by specialized resources beyond the special purpose trust fund of the resident coordinator system, which further calibrate United Nations country team support to country-specific contexts and demands, maximize the reach of United Nations entities with limited country presence and enable efficiencies. For example, in 2023, a joint programme of UNDP and the Department of Political and Peacebuilding Affairs deployed 128 peace and development advisers in 71 resident coordinator offices, such as in the Gambia, Honduras, Jordan, Malawi, the Republic of Moldova and Sri Lanka, to enhance national prevention capacities and support collaboration between peacebuilding and development interventions in order to advance the Sustainable Development Goals. Similarly, 43 human rights advisers were deployed with the support of the Office of the United Nations High Commissioner for Human Rights and the Human Rights Mainstreaming Multi-Donor Trust Fund hosted by the Development Coordination Office, in consultation with host Governments. Their work included addressing the socioeconomic impact of the coronavirus disease (COVID-19) on the Roma people in Serbia, convening policy dialogues on fiscal decentralization and

inequalities in Jordan and improving the safety of Indigenous communities in Costa Rica. With the Joint United Nations Programme on HIV/AIDS scaling back its presence in some countries, HIV/AIDS advisors were deployed in offices to support national efforts in Colombia, Fiji and Gabon, and at least two more will be deployed in the Democratic Republic of the Congo and Guyana in 2024. An adviser was seconded for the first time by the Sustainable Energy for All initiative to help develop a United Nations strategy on sustainable energy in Indonesia, for policy support and capacity-building assistance for the Government's efforts to decarbonize its power sector. All these capacities are meant to complement rather than replace the minimum resident coordinator office functions, to calibrate United Nations country team support for country-specific contexts and demands, to maximize the reach of United Nations entities with limited country presence and to enable efficiencies.

63. Also in 2023, the Development Coordination Office continued to support specific resident coordinators to ensure timely support for countries in development emergencies. This support was made possible through the rapid deployment of senior development coordination officers from the Office. It included support for Afghanistan, Burkina Faso and the Niger to help ensure ongoing operations amid crises, for the Syrian Arab Republic to coordinate United Nations recovery and reconstruction efforts in the aftermath of the earthquake, for Peru to support the implementation of the Cooperation Framework with risk analysis and for Solomon Islands in support of efforts towards social cohesion.

64. The Development Coordination Office continues to invest in capacity-building for resident coordinator offices to the extent possible. A National Professional Officer talent pipeline was also launched in 2023 – a highly competitive year-long career support programme aimed at deepening professional development of the National Professional Officer cadre; 51 such officers selected across regions, levels and functions were part of this first cohort. A women talent pipeline for 20 women in management and leadership roles across the resident coordinator system was also created, offering mentorship, feedback, and networking opportunities. With the support of the Department of Operational Support, a training course on effective writing available to all strategic planners, communications officers and data management and results monitoring and reporting officers has led to an improvement in the quality of United Nations country results reports.

65. The Development Coordination Office has continued to diversify overall resident coordinator system staffing. Some 53 per cent of national and international resident coordinator office staff are women. Gender parity was reached at the P-3, P-4 and P-5 levels, and women represent 49 per cent of the total 334 National Professional Officers today. The Office continues to work towards achieving full parity at all levels in both national and international staff categories. A total of 52 per cent of international resident coordinator office professionals are nationals from programme countries, although the nationalities represented among them decreased slightly from 116 to 113 between 2022 and 2023.

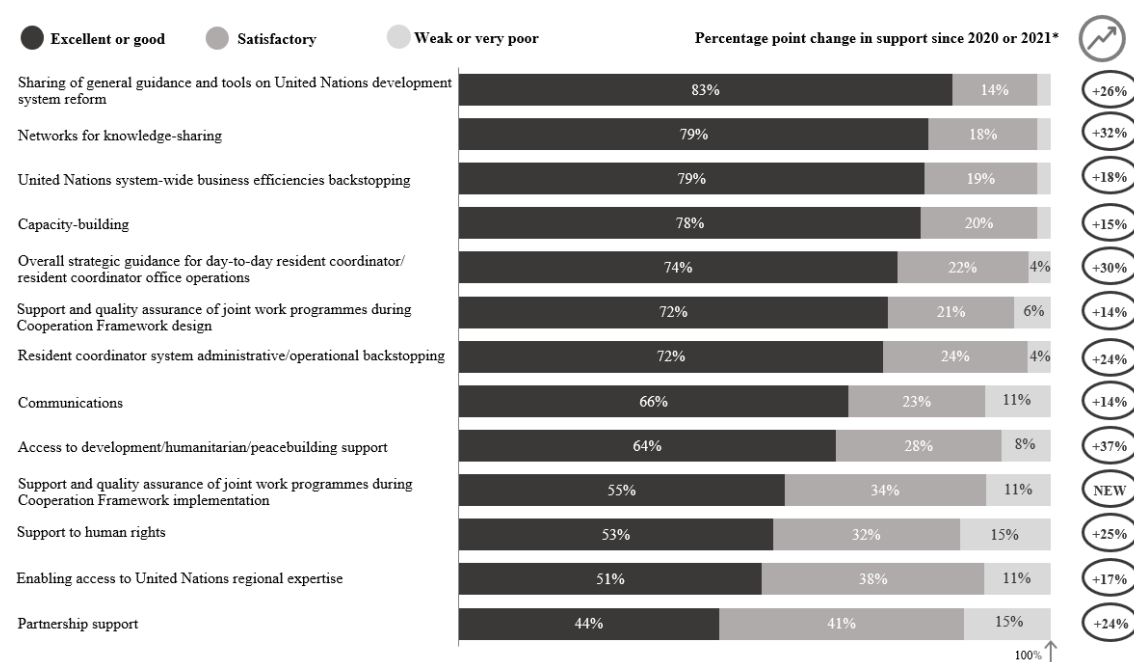
B. Strengthened support at the regional level

66. Regional teams of the Development Coordination Office, based in Addis Ababa, Amman, Bangkok, Istanbul, Türkiye, and Panama City (with sub-offices in Dakar and Lusaka to ensure full coverage of the 54 African countries), are outposted Office headquarters capacities that are located in the same region as the countries within their remit. Their decentralization has both operational and cost benefits, enabling savings of \$2 million per year. Located in the same time zone as the resident coordinators that they serve, Office regional teams are first responders to wide-

ranging demands from resident coordinators and United Nations country teams for strategic guidance tailored to the specific needs of each region.

67. Regional teams of the Development Coordination Office provide dedicated day-to-day support for resident coordinators and their offices (see figure 19). They provide Sustainable Development Goal policy and partnership support and capacity-building, as well as platforms for peer networking. For example, in Africa, in collaboration with the Office of the Special Coordinator for Development in the Sahel, the Development Coordination Office supported the design of 48 project proposals by United Nations country teams in 20 countries for the prevention envelope of the Transition Support Facility of the African Development Bank. In Asia and the Pacific, a partnership with the University of New South Wales enabled resident coordinators in Fiji, Nepal, Papua New Guinea and Timor-Leste to access expertise on areas such as migration, the food-water-energy nexus and disability inclusion.

Figure 19
Resident coordinator office ratings of support provided by regional Development Coordination Office teams



Source: UN-Info, information management system survey, 2023.

* Refers to oldest available baseline (2020 or 2021) and respondents selecting “excellent” or “good” rating in 2023 compared with the most positive category of choice previously, i.e. “good” – previously, the available categories were “good”, “adequate”, “inadequate” and “no support”.

68. The Development Coordination Office teams in the regions facilitate knowledge-sharing to support the development of Cooperation Frameworks. Regional directors of the Office chair regional peer support groups, which ensure the provision of timely, relevant and coordinated technical support to resident coordinators and United Nations country teams embarking on the formulation of Cooperation Frameworks. This process enables the cross-fertilization of experience from different countries and the integration of thematic and regional priorities. For example, in Africa, at least four of the six key transitions identified as critical for Sustainable Development Goal acceleration have been integrated into all Cooperation Frameworks designed between 2022 and 2023. In addition, the underpinning analytics in the common country analyses are more focused on systems thinking, using foresight and

scenario-based analyses, as is the case in Cabo Verde, the Central African Republic, Guinea, Guinea-Bissau and Madagascar. The Development Coordination Office in Latin America and the Caribbean supported the development of the multi-country Sustainable Development Cooperation Framework for the English- and Dutch-speaking Caribbean (2022–2026), finding the synergies across common priorities and needs while addressing the specificities of individual country contexts, and connecting the subregion to expertise from entities without a physical presence. In Europe and Central Asia, the work of the peer support group led to the establishment of a United Nations evaluation network in the region to assess, learn from and improve the quality of Cooperation Frameworks. In Asia and the Pacific, the Office facilitated the deployment of strategic planning experts to support Framework processes, as in the case of deployments by the International Organization for Migration to the Philippines, by UNICEF to Papua New Guinea and by UNFPA to Cambodia. This ensured that the full complement of United Nations expertise, including from non-resident entities, was available to country teams and national Governments.

69. Regional teams of the Development Coordination Office support improved regional coordination through the regional collaborative platforms, led by the Chair of the United Nations Sustainable Development Group. As the Office is a member of the regional collaborative platform tripartite secretariat, Office regional teams strengthen the link between the country and regional levels, broker access to system-wide expertise for resident coordinators and United Nations country teams and enable coherent United Nations engagement at the country and regional levels to advance sustainable development. In Africa, this has helped to leverage regional expertise for the Sustainable Development Goals, for example by deploying expertise from a regional “issue-based coalition” to advise the Governments of Mozambique and Sao Tome and Principe on carbon markets and carbon credits swaps, introducing innovative mechanisms to climate financing in the countries.

C. Strengthened development coordination at the global level

70. The Development Coordination Office in New York has overall accountability for the effectiveness of the cadre of resident coordinators and their offices servicing 162 countries and territories. It ensures management and oversight, providing corporate direction and support, facilitating links with global expertise and capacities and ensuring that global priorities are translated into action on the ground. In 2023, the Office team in New York comprised only 71 staff – as recruitment to 16 posts had been frozen because of lack of funding – providing support to some 130 resident coordinators and 1,150 resident coordinator system staff. Figure 20 contains ratings by resident coordinator offices of the support provided by the Development Coordination Office team in New York.

71. As the secretariat for the United Nations Sustainable Development Group, the Development Coordination Office supports the Chair and principals of the Group as they provide strategic direction to the development teams across the world, including guidance to resident coordinators and United Nations country teams on policy and programme support for Sustainable Development Goal acceleration. I want to acknowledge the critical leadership of the Vice-Chair of the Group and Administrator of the United Nations Development Programme, Achim Steiner, in helping to steer the Group in 2023. I am also grateful to all principals for their direct leadership and guidance of the teams in countries to ensure cohesive support for the implementation of the Goals. This has resulted in progress across a myriad of work streams, including defining strategic priorities and areas requiring collective attention, such as enhanced Group standards for Cooperation Frameworks and their associated analyses and implementation plans and the rejuvenation of the Joint Steering Committee to

Advance Humanitarian and Development Collaboration. With substantive and operational support across the Group, sustainable development is now at the heart of the work of the United Nations. From key transitions and high-impact initiatives to the Goal stimulus and support for reform of the international financial architecture and to food system transformation and climate action, the Group demonstrated a sense of possibility and action in 2023, unifying the United Nations development system and giving greater prominence to the transformative entry points for the achievement of the Goals. In addition, with the support of the United Nations Conference on Trade and Development, the Food and Agriculture Organization of the United Nations, the Sustainable Energy for All initiative, the Department of Economic and Social Affairs and UNDP, the Global Crisis Response Group on Food, Energy and Finance pivoted into a second phase. The United Nations Sustainable Development Group has also identified where gaps remain and where continued work is required, such as the need for a decisive shift from isolated projects to integrated advice on policy and regulatory frameworks, for a focus on national-level instead of United Nations-centred initiatives and for strategic partnerships across public and private sectors to unlock substantial financing for the Goals. The Development Coordination Office has supported the Chair, the Vice-Chair and the principals of the Group in providing strategic direction towards the achievement of the 2030 Agenda.

72. A key focus in 2023 has been on supporting resident coordinators in translating intergovernmental outcomes and United Nations system-wide strategies into action on the ground. Over the course of the year, this included developing key analytical and programming tools. In this regard, learning opportunities have also been made available for resident coordinators and United Nations country teams on a wide range of topics – including specific aspects of Sustainable Development Goal acceleration, collaboration between the United Nations and international financial institutions, and Goal financing, as well as crisis communication, the use of artificial intelligence and results reporting techniques to increase transparency and accountability for results to national Governments. The Development Coordination Office also provided advice and support to resident coordinators and resident coordinator offices in their efforts to broker partnerships with civil society, international financial institutions, the private sector and academic institutions in support of Goal acceleration, working closely with all relevant United Nations entities. In addition to supporting resident coordinators in their work against sexual exploitation and abuse and for gender equality and women’s empowerment and for occupational health and safety measures, the Office also participates in the United Nations network on racial discrimination and the protection of minorities, facilitating communication with resident coordinators and country teams through measures including awareness-raising, guidance and capacity-building initiatives and communities of practice to strengthen coherent inter-agency United Nations programming on racial discrimination.

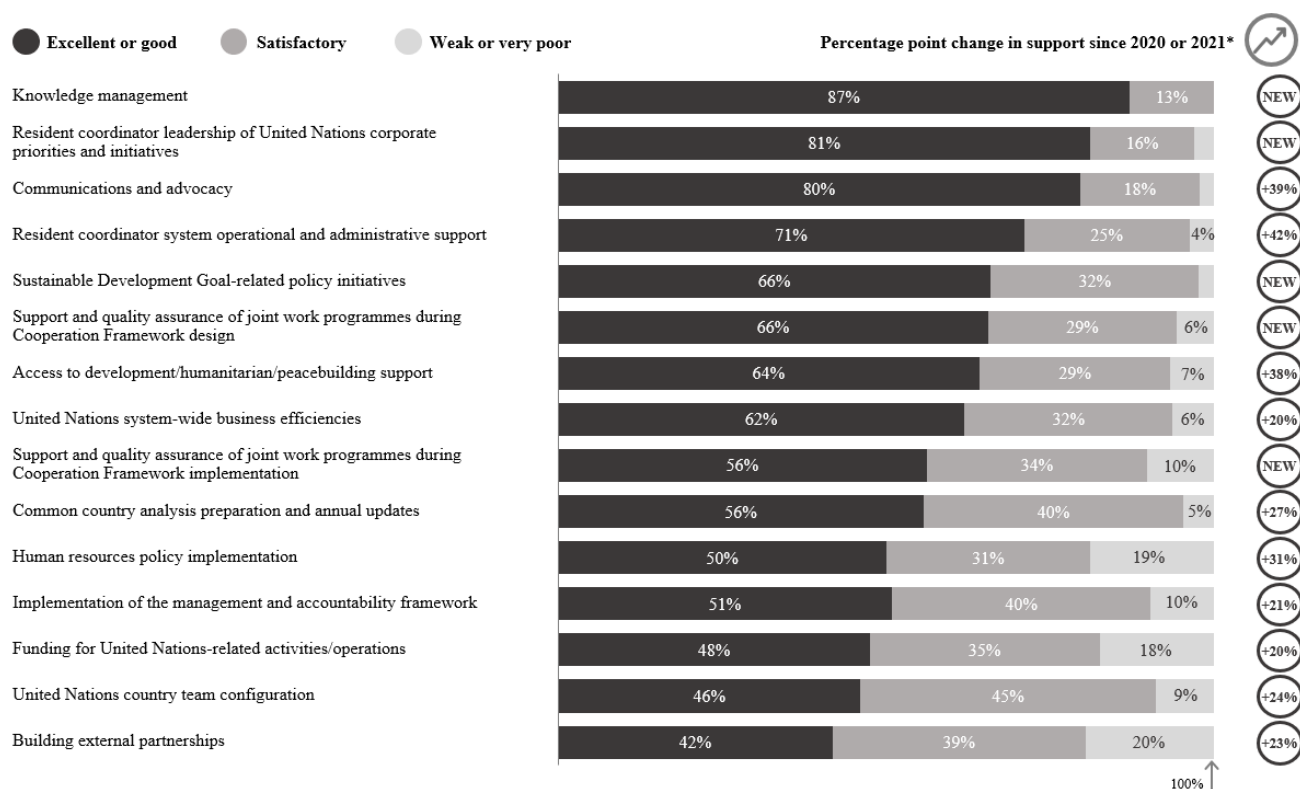
73. The Development Coordination Office established two new communities of practice in 2023 for resident coordinators and staff of their offices working in small island developing States and landlocked developing countries to foster knowledge exchange and facilitate peer learning on how best to support national Governments. In view of the drawdown of a number of peacekeeping and political missions, a new community of practice was set up by the Office in 2023 to connect resident coordinator office practitioners across regions and prepare for the transfer of mission responsibilities to United Nations country teams. This included discussions on being ready to assume new responsibilities while ensuring smooth changeovers and continuity of work in-country. In addition, the successful 2022 resident coordinator system buddy programme piloted with the data management and results monitoring and reporting officers in resident coordinator offices was scaled up for economists, partnerships officers and communications officers in 2023, matching new staff with experienced colleagues for peer learning.

74. The Development Coordination Office stepped in when resident coordinator office capacities were insufficient. For example, given the financial constraints hampering communications efforts by the resident coordinators, the Office assumed full-time remote communications support for Haiti and provided crisis communications support in other complex settings. In Mali, the Development Coordination Office worked with the Resident Coordinator Office on a tailored communications strategy in preparation for the withdrawal of the United Nations Multidimensional Integrated Stabilization Mission in Mali, ahead of the deployment of a Department of Global Communications staff member to support the United Nations country team during a key transitional period. With Development Coordination Office support, the Department also deployed a staff member to the Resident Coordinator Office in Burkina Faso to support the country team at a sensitive time. In addition, the communications team in New York assumed the management of eight country team websites owing to the freeze on the recruitment of communications officers in those settings.

75. The Development Coordination Office took on new responsibilities to strengthen links between United Nations country teams and key global pooled funds, leveraging the leadership of resident coordinators. In 2023, the Office assumed leadership of the operational steering committee of the Joint Sustainable Development Goals Fund, following the comprehensive system-wide evaluation in which stronger and more systematic linkages with the resident coordinator system were recommended. In 2024, the Office will begin hosting the Spotlight Initiative secretariat and will join the Advisory Board of the Initiative, marking the beginning of a new phase for the Initiative. This transition serves to acknowledge the key leadership role of resident coordinators in channelling Initiative resources in-country and the multiplier potential of the Initiative across all Goals and therefore in forming a central part of the country team support for Goal acceleration.

76. The results detailed in the report have been delivered in the aggregate. However, there are still more hurdles faced by the resident coordinator system that require the attention of Member States and the United Nations development system. As set out in the resident coordinator system results framework and relevant reports and evaluations by OIOS and others, some of the challenges can be addressed globally through improved guidance and close alignment with the Cooperation Frameworks, but others require the support of Member States, including by reviewing funding arrangements with the United Nations system to ensure that they complement broader reform efforts – such as the greater use of pooled funds instead of tightly earmarked project funding. The resolution of the chronic funding shortfall for the resident coordinator system, the revised funding compact and the new cycle of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (for the period 2025–2028) all present unique opportunities for addressing these long-standing concerns.

Figure 20
Resident coordinator office ratings of support provided by the Development Coordination Office team in New York



Source: UN-Info, information management system survey, 2023.

* Refers to oldest available baseline (2020 or 2021) and respondents selecting “excellent” or “good” rating in 2023 compared with the most positive category of choice previously, i.e. “good” – previously, the available categories were “good”, “adequate”, “inadequate” and “no support”.

VIII. Funding of the resident coordinator system

77. Against the backdrop of the drastic funding gap in voluntary contributions of \$85 million in 2022 (versus the target of \$154 million), the Development Coordination Office supported the Secretary-General, the Deputy Secretary-General and the Chair of the United Nations Sustainable Development Group as they ramped up resource mobilization efforts in 2023. This included targeted efforts in New York and in the capitals of donor countries to highlight the need for full funding to ensure the continuity of business operations and support to countries at the scale needed to achieve the Sustainable Development Goals. As part of this effort, the Office provided substantive and organizational support for analytical and awareness-raising engagement with Member States to ensure a deeper understanding of the value added by the resident coordinator system and the risks posed by funding shortages.

78. Several donors increased their contributions for 2023, and a few advanced the disbursement of their contributions by initiating early transfers, with total voluntary contributions amounting to approximately \$90 million at the end of the year. In total, 29 countries made voluntary commitments in 2023, up from 27 countries in 2022, including four members of the Group of 77 and China. One member of the Group, Kenya, became the forty-sixth donor to the special purpose trust fund overall. Nine

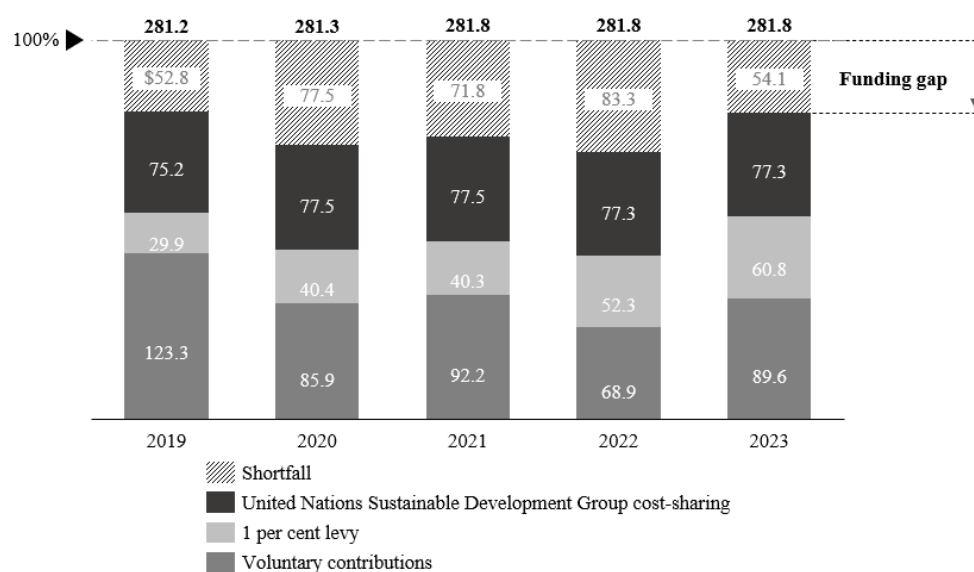
multi-annual agreements were in force through 2023, with two concluding at the end of the year and seven continuing into 2024.

79. However, total funding for the special purpose trust fund reached only \$227 million at the end of 2023, much lower than the budgeted \$281 million that enables a fully resourced resident coordinator system to operate. The vast majority of the funding accrued stemmed from the United Nations Sustainable Development Group cost-sharing arrangement and the 1 per cent levy on tightly earmarked resources (see figure 21). The cost-sharing arrangement provided the expected total of \$77.3 million. Revenue from the 1 per cent coordination levy reached \$60 million in 2023.

Figure 21

Resource requirements and revenue for the resident coordinator system, 2019-2023

(Millions of United States dollars)



Source: Development Coordination Office, March 2024.

80. The Development Coordination Office had to continue enacting cost-control measures in 2023, seeking to minimize the impact on field operations and core staffing capacity. The measures included the temporary freezing of select vacancies, reductions in provisional consultancies and short-term thematic contracting of capacities, cutbacks in the support provided by Office regional teams to offices, and the downsizing of the United Nations Country Coordination Fund, which is vital for convening and spearheading United Nations country team and partner initiatives on the ground. The measures have continued into 2024, and others – such as the freeze on the intake of candidates to the resident coordinator pool – were established. In several offices, the hiring of communications officers and data management and results monitoring and reporting officers has also been frozen owing to the funding shortfall in the resident coordinator system. The recruitment freezes have affected longer-term results and partnerships; for example, in Sri Lanka, the lack of a Communications Officer has hampered the ability to promote and engage key development partners and civil society in the new Cooperation Framework for the period 2023–2027.

81. Such gaps have a dire effect for triple-hatted resident coordinators who lead United Nations operations when United Nations peacekeeping and political missions close, as in the Democratic Republic of the Congo, Mali and the Sudan. The call to

scale up United Nations country team programming is nearly infeasible, given that previous resources from the mission budgets are no longer available and that coordination capacities are even more limited because of the funding gaps in the resident coordinator system. For example, recruitment to the Economist post in the Resident Coordinator Office of the Democratic Republic of the Congo and to the Partnerships Officer post in Mali was frozen; core resident coordinator office positions also had to be kept vacant in settings such as Somalia and South Sudan for prolonged periods. Such vacancies can have longer-term, unquantifiable impacts, especially when they occur at pivotal points in a transition setting, as the cost of opportunities lost is difficult to calculate in every context.

82. The resident coordinator system remains on fragile footing and requires financial stability to continue to respond to the expectations of Member States to help bring scale and speed in the race to achieve the 2030 Agenda. The investment for improved, impactful and accountable United Nations development system support amounts to about 0.5 per cent of the 2022 figure of \$54.5 billion for operational activities for development. The Secretary-General's proposal to replace voluntary contributions with assessed funding from the regular budget, presented in his report on revised estimates relating to the proposed programme budget for 2024 under section 1, Overall policymaking, direction and coordination, and section 29B, Department of Operational Support (A/78/753) and currently under consideration by Member States, is less than 0.3 per cent of that total. Ensuring adequate, predictable and sustainable funding remains essential to secure once and for all a resident coordinator system that is fit for purpose and capable of supporting Member States in their ambitions to achieve sustainable development.

IX. Conclusion

83. Five years into the reform of the resident coordinator system, the return on investment is clear. The system has enabled a more cohesive, effective, efficient and accountable United Nations development system response at a scale commensurate with the integrated and ambitious nature of the 2030 Agenda, and that response of United Nations country teams, led by the resident coordinators, has been tailored to the needs of each country context. Resident coordinators are brokering multi-stakeholder partnerships for enhanced United Nations country team support to Governments. They are unlocking Sustainable Development Goal financing through local assets and global resources. They are effectively "first responders" in crises, with a focus on ensuring longer-term development and strengthening resilience from the outset of any emergency response.

84. While the resident coordinator system is performing well, within the financial and related operational constraints, it is not yet at the level for meeting the scale of countries' needs to fill the gaps in order to achieve the 2030 Agenda. The resident coordinator system needs to be fully funded and fully equipped to expand and deepen partnerships and build new coalitions for action on the Sustainable Development Goals, to ensure the alignment of entity planning documents with Cooperation Frameworks, to secure the full and consistent adherence of United Nations country teams to the management and accountability framework, to ground and establish as the norm integrated and transformative solutions that utilize the depth of the expertise of the United Nations, and to build on the successes and consolidate areas highlighted in the present report where there is remaining work to do to meet Member State expectations. The resident coordinator system was designed not just to be efficient itself but also to drive cost efficiencies in operations across the United Nations development system – and it is delivering, working closely with all development system entities. Resident coordinator system activities, funding, partners and results

are now fully visible to all Member States as never before, in line with calls by Member States for increased transparency and accountability.

85. As we face down the numerous challenges to achieving sustainable development for all in a world of cascading crises and rising conflict, stagnating investments in sustainable development, and high and rising indebtedness of countries that stifles their ambitions and opportunities to meet global goals, 2024 will be decisive in securing full funding for the resident coordinator system. That system is the central lever for a coherent, integrated, efficient and effective United Nations development system. A fully funded resident coordinator system that is fit for purpose is required to accompany Member States in taking ambitious and accelerated action to achieve the Sustainable Development Goals, to which they committed in the political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly. With a fully funded resident coordinator system, the new cycle of the quadrennial comprehensive policy review of operational activities for development of the United Nations system also presents an unmissable opportunity to set clear expectations for the United Nations development system, including the resident coordinator system, in acknowledgement of the pivotal role that the resident coordinator system will play in ensuring that the United Nations development system collectively steps up its support to countries to accelerate action on the Goals in the final years before 2030.

Annex I

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

I. Overview of expenditures for 2023

1. The tables below provide information on the 2023 expenditures under the special purpose trust fund against the budgeted resources for the year. By April 2024, \$227.7 million in funding¹ had been recorded against the \$281.8 million budget for 2023.

2. In 2023, 63 per cent (or \$177 million) of the \$281 million budget was allocated for costs related to posts. In terms of actual expenditure, \$123.9 million was incurred for the resident coordinators and resident coordinator office staff, who made up 91 per cent of the resident coordinator system's posts funded from the special purpose trust fund in 2023. At the country level, there were a total of 1,149 core posts, including 130 resident coordinators.² At regional level, there were a total of 41 core posts 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 83 core posts in the New York-based team of the Office (comprising executive direction and management, global coordination and programme support, as presented in table 3).

3. The remaining 37 per cent of the budget in 2023 covered non-post costs. This included operating expenses (12.3 per cent), contractual services (9.7 per cent), consultants (7.2 per cent), other staff costs (1 per cent), travel (4.1 per cent), supplies (0.7 per cent), hospitality (0.5 per cent) and furniture and equipment (1.6 per cent). It should be noted that a combined 73 per cent of the budget lines for consultants and contractual services was provisioned for allocations to 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 \$11.9 million was available for the fund in 2023.

4. Total expenditures in 2023 amounted to \$209.2 million (or 74 per cent) against the approved budget of \$281 million, owing to the stringent application of cost containment measures to mitigate the funding shortfalls.

¹ Including \$34.1 million yet to be received in cash, as at 4 March 2024.

² Twelve "triple-hatted" positions, that is, resident coordinators who are also humanitarian coordinators and Deputy Special Representatives of the Secretary-General, the Deputy Special Coordinator or the head of the liquidation entity, are included in staffing tables of various peacekeeping and special political missions in 2023 and 2024. The positions are currently funded through a cost-sharing arrangement (50 per cent) with political and peacekeeping missions, pursuant to General Assembly resolution 59/296.

Table 1
Financial resources by component

(Thousands of United States dollars)

	2023 budget	2023 expenditure	Variance
A. Executive direction and management	4 092.7	3 802.7	290.0
B. Programme of work			
1. Global coordination	16 466.3	12 730.1	3 736.2
2. Regional coordination	10 388.5	9 239.2	1 149.3
3. Country coordination	239 723.8	171 551.5	68 172.3
Subtotal, B	266 578.6	193 520.8	73 057.8
C. Programme support	11 155.1	11 870.3	(715.2)
Total	281 826.4	209 193.9	72 632.5

Table 2
Financial resources by object of expenditure

(Thousands of United States dollars)

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

Table 3
Post resources by component for 2023

(Number of posts)

	<i>Professional and higher</i>								<i>General Service and related</i>		<i>National staff</i>			
	<i>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 Professional Officer</i>	<i>Local level</i>	<i>Total</i>
A. Executive direction and management	–	1	1	–	3	4	3	–	12	2	1	–	–	15
B. Programme of work														
1. Global coordination	–	–	–	2	10	18	13	–	43	–	3	–	–	46
2. Regional coordination	–	–	5	1	8	13	6	–	33	–	–	–	8	41
3. Country coordination	–	2	48	68	91	129	2	–	340	–	–	413	396	1 149
Subtotal, B	–	2	53	71	109	160	21	–	416	–	3	413	404	1 236
C. Programme support	–	–	–	1	3	8	3	–	15	6	1	–	–	22
Total	–	3	54	72	115	172	27	–	443	8	5	413	404	1 273

II. Estimated and proposed financial requirements for 2024

5. Under the special purpose trust fund for the resident coordinator system, 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.³

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

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)

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

³ In his report on revised estimates relating to the proposed programme budget for 2024 under section 1, Overall policymaking, direction and coordination, and section 29B, Department of Operational Support (A/78/753), the Secretary-General presented a proposal to the General Assembly to replace the voluntary contributions with assessed funding from the regular budget. As that proposal is currently being considered by the General Assembly, section II has not been amended.

Table 5
Financial resources by object of expenditure

(Thousands of United States dollars)

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

III. Locally mobilized resources

8. In 2023, 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, continued to be managed under the locally mobilized resources trust fund. Such additional support functions include peace and development advisors, human rights advisors, electoral officers and country-level pooled fund managers. A budget of \$9.2 million was estimated for 2023, maintaining the same level as in 2022. The actual revenue for locally mobilized resources recorded for 2023 was \$7.4 million, with an additional \$2.9 million in commitments received for future years. Accordingly, the resident coordinator system has planned for a similar level (\$8.4 million) of locally mobilized resources in 2024.

Annex II

Resident coordinator system results framework

The following multi-annual results framework for the resident coordinator system is presented 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, and 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, the 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.

In order to enable effective and efficient collaboration of the United Nations development system at the country level and to facilitate tailored, integrated Sustainable Development Goal policy and financing solutions to support host country 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 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 offer received. For that reason, the indicators of the present framework include measurements of results achieved by resident coordinators, resident coordinator 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 to resident coordinators, United Nations country teams, United Nations development system entity headquarters and national Governments.

The response rates in 2023 for those data sources:

- Survey of resident coordinators: 100 per cent in 2023 (95 per cent in 2022)
- Survey of host Governments: 73 per cent in 2023 (66 per cent in 2022)
- Survey of United Nations development system entity headquarters: 75 per cent in 2023 (81 per cent in 2022)
- Survey of United Nations country teams: 44 per cent in 2023 (38 per cent in 2022)
- UN-Info and United Nations Sustainable Development Group information management system survey: 100 per cent of resident coordinator offices (2023 and 2022)

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>2023 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
	<ul style="list-style-type: none"> • from programme countries • who are women 	46%	58%	49%	55%	
	Percentage of resident coordinators ad interim in post	18% (2019)	10%	11%	18%	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%	91%	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)	(2019)				Survey of national Governments
	<ul style="list-style-type: none"> • Least developed countries 	86%	90%	88%	92%	
	<ul style="list-style-type: none"> • Landlocked developing countries 	77%	90%	88%	93%	
	<ul style="list-style-type: none"> • Small island developing States 	70%	90%	86%	82%	
	<ul style="list-style-type: none"> • Middle-income countries 	80%	90%	94%	92%	

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>2023 results</i>	<i>Source</i>
1.1.2 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%	50%	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%	79%	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:	(2021)				Survey of United Nations country teams
	• Strategic planning	90%	92%	90%	90%	
	• Economic analysis and solutions	66%	92%	62%	79%	
	• Data and results reporting	84%	92%	86%	84%	
1.1.3 Management and accountability framework implemented	• Communications and advocacy	87%	92%	87%	89%	
	• Partnerships and resource mobilization	71%	92%	77%	71%	
	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%	84%	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	6	Development Coordination Office
	Percentage of resident coordinators and United Nations country teams stating that the implementation of the management and accountability framework has improved in the last year (strongly agree and agree)					Surveys of resident coordinators and of United Nations country teams
	• Resident coordinators	84% (2021)	90%	84%	75%	
• United Nations country teams	87% (2021)	90%	80%	51% ^b		

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>2023 results</i>	<i>Source</i>
1.1.4 Effective Development Coordination Office support services provided to the United Nations development system	Percentage of United Nations Sustainable Development Group members stating 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%	96%	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%	–	56%	Survey of United Nations development system entity headquarters

^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”.

^b A total of 39 per cent of United Nations country team respondents selected the response “too soon to tell”. That option was included in the survey for the first time in 2023.

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>2023 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%	82%	UN-Info
	Percentage of annual United Nations country results reports produced	64% (2019)	100%	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%	68%	Survey of United Nations development system entity headquarters
1.2.2 Effective joint advocacy and communications	Percentage of United Nations country teams with a communication strategy aligned with the Cooperation Framework	81% (2019)	85%	91%	89%	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

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>2023 results</i>	<i>Source</i>
2.1.1 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%	74%	Development Coordination Office
	Average number of the following types of development system entities that are signatories of Cooperation Frameworks:	(2021)				UN-Info, information management system
	• Entities with no physical presence	5.1	7.0	5.0	5.9	
	• Specialized agencies	5.1	7.0	5.4	6.1	
	Percentage of host Governments stating that the Cooperation Framework is aligned with their country's development needs and priorities (very closely and closely)	81% (2019)	95%	92%	94%	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%	87%	Survey of national Governments
Percentage of Cooperation Frameworks/United Nations Development Assistance Frameworks that include cross-border initiatives	57% (2021)	67%	56%	64%	UN-Info, information management system	

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	Source
2.1.2 Strengthened system-wide support to eradicate poverty and leave no one behind	Percentage of country-level joint programmes ^c in United Nations country teams addressing the following sectors/themes					UN-Info, information management system
	(a) Poverty reduction and basic services ^d	65% (2020)	90%	49%	46%	
	(b) Economic transformation and financing for development ^e	16% (2020)	60%	23%	22%	
	(c) Gender equality and women's empowerment	44% (2020)	80%	42%	44%	
	(d) Environmental sustainability ^f and disaster risk reduction	17% (2021)	65%	13%	19%	
	(e) Leaving no one behind ^g	17% (2021)	65%	40%	49%	
	(f) Human rights ^h	11% (2021)	40%	20%	17%	
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 Sustainable Development Goals	N/A (new)	95%	15%	48%	UN-Info
	Percentage of resident coordinator offices reporting that use of innovative approaches ⁱ led to higher United Nations country team performance ^j	38% (2020)	60%	42%	37%	Development Coordination Office

^c 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).

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

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

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

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

^h In line with General Assembly resolution 75/233, para. 28.

ⁱ 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.

^j 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>2023 results</i>	<i>Source</i>
2.2.1 Strengthened partnerships for Sustainable Development Goals implementation and financing at all levels	Percentage of United Nations country teams that have international financial institution members/observers:	(2021)				UN-Info, information management system
	• World Bank	44%	60%	45%	71%	
	• International Monetary Fund	21%	40%	24%	47%	
	Percentage of United Nations country teams that have entered into a formal partnership ^k with the private sector	65% (2021)	80%	60%	36% ^l	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%	97% ^m	UN-Info, information management system
	Percentage of Cooperation Frameworks developed in the past year with a multi-year funding framework	18% (2020)	90%	32%	22%	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%	61%	UN-Info, information management system
	Percentage of United Nations country teams that successfully mobilized under resident coordinator leadership resources from global pooled funds	85% (2021)	90%	82%	82% ⁿ	UN-Info, information management system

^k Defined by memorandum of understanding or similar agreement.

^l In 2023, respondents were asked for the first time to respond positively only if a partnership had been formally defined by a memorandum of understanding or similar agreement. On including United Nations country teams that have entered into both formal and informal partnerships with the private sector, the figure rises to 88 per cent.

^m Assumption based on the data for 2022.

ⁿ Ibid.

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>2023 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%	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%	87%	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%	63% 60%	

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>2023 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%	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
	1. Parliamentarians	53% (2020)	60%	22%	29%	
	2. Civil society	87% (2020)	95%	89%	90%	
	3. Private sector	77% (2020)	90%	68%	63%	
	4. Universities/academia	63% (2020)	70%	51%	46%	
	5. Development partners (bilateral and multilateral donors)	67% (2020)	90%	89%	86%	
	6. Women and girls	29% (2021)	95%	70%	44%	
	7. Youth	46% (2021)	80%	70%	70%	
	8. Persons with disabilities	18% (2021)	70%	54%	55%	
	9. Indigenous Peoples	14% (2021)	20%	19%	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

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	Source
3.1.1 Strengthened resource mobilization to secure a sustainable funding base	Total funding raised for the resident coordinator system (annually)	\$223 million (annual) (2019)	\$281 million (annual)	\$196 million	\$227.7 million	Development Coordination Office
	<ul style="list-style-type: none"> • Voluntary contributions • 1 per cent levy • United Nations Sustainable Development Group cost-sharing 					
	Number of Member State contributors to the special purpose trust fund (annually)	34 (2019)	55	27	29	Development Coordination Office
	Number of Member States committed to multi-year contributions to the special purpose trust fund	10 (2019)	30	9	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	78% (2019)	90%	80%	74%	Development Coordination Office
	Cash reserve balance at the end of the year	15% of budget reserve (2021)	15% of budget reserve	0%	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%	55%	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>2023 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 regional teams of the Development Coordination Office as “good” or “adequate”	92% (2021)	95%	92%	95%	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%	95%	UN-Info, information management system
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%	52%	Development Coordination Office
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	115	Development Coordination Office
	Number of resident coordinator offices maintaining an updated business continuity plan	130 (2020)	131	131	131	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>2023 results</i>	<i>Source</i>
3.3.1 Saved resources through system-wide efficiencies	Cost-efficiencies accrued from system-wide and entity-specific reform initiatives (total)	\$90 million (2019)	\$310 million	\$405 million	\$553 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%	97%	Development Coordination Office

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>2023 results</i>	<i>Source</i>
3.3.3 Back-office functions consolidated into common back offices at the country level	Number of common back offices designed and approved following the reform	0 (2019)	50	0	1	Development Coordination Office
3.3.4 Premises consolidated into common premises, effectively and efficiently	Percentage of all United Nations premises that are common premises	19% (2019)	50%	30%	31%	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>2023 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%	88%	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%	90%	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%	75%	Development Coordination Office