



Advance unedited version

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xx July 2022–xx July 2023

Agenda item 7(a)

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

Development Coordination Office

Report of the Chair of the United Nations Sustainable Development Group

Summary

The investments agreed by Member States to strengthen the leadership, impartiality, accountability and effectiveness of the RC system are yielding clear returns in enhancing the UN development system (UNDS) support to national governments to advance the SDGs. This report details the results of development coordination in 2022, which helped foster more coherent support for tailored SDG solutions aligned to countries' priorities. In addition, it includes, for the first time, reporting against the revised multi-annual RC system Results Framework, in compliance with A/RES/76/4 and E/RES/2022/25. Further details on development coordination results in countries can be found on the DCO website and on the UNSDG Data Portal.

DESA surveys of host country Governments, UNCT members and donors, as well as independent evaluations, continue to validate the RC system's direction of travel. 87% of host governments report that RCs increased their ability to serve as an entry point to the UN offer, compared to before the repositioning of the UNDS; 90% say RCs have the right profile and skillsets to support their country's development; and over 88% note RCs effectively lead the delivery of strategic support for national plans and priorities.

The report also reflects on the challenges faced by the RC system in delivering results consistently and sustainably, and highlights key areas of support where scaling back began in 2022, and continues in 2023, as a result of a persisting funding gap. Adequate and predictable funding, along with further consolidation of UNDS reform, will be essential for the RC system to deliver the coherent, effective and efficient support needed by countries as they work to accelerate progress towards the SDGs.

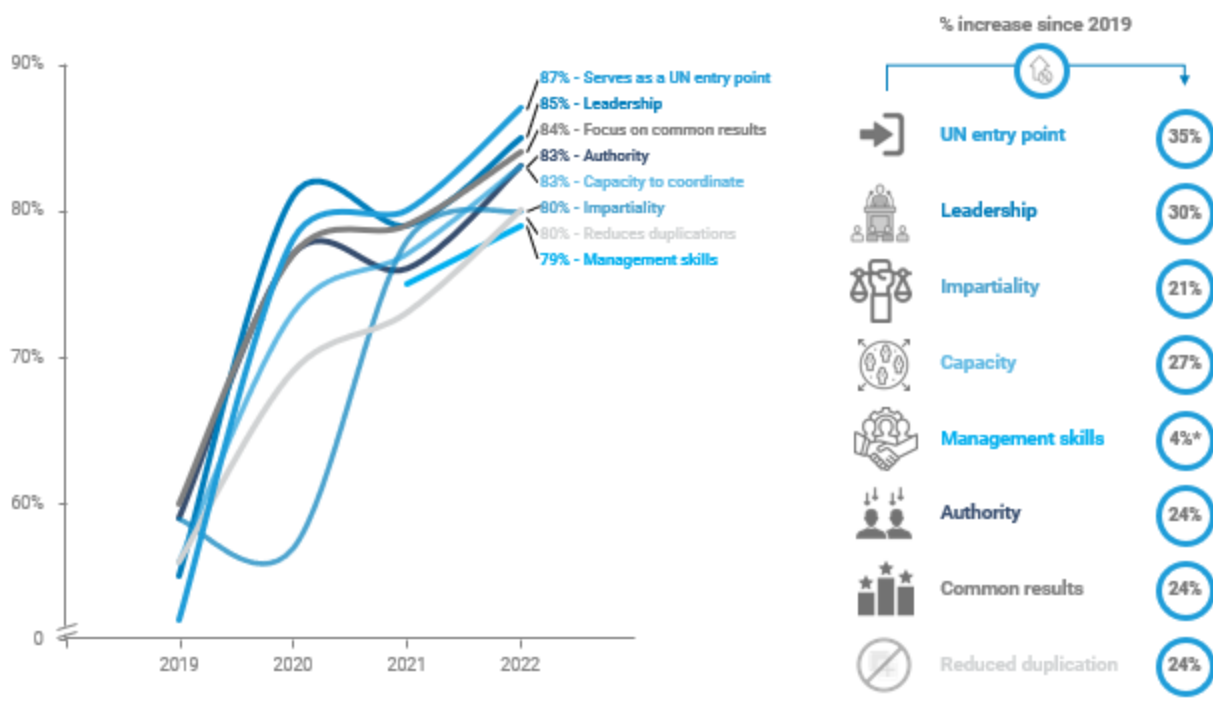
I. Introduction

1. **Midway through the path to the Sustainable Development Goals (SDGs), rising inequalities, surging conflicts, lingering socio-economic impacts of the COVID pandemic, spillovers of the war in Ukraine, and the widespread effects of the climate emergency constitute tremendous challenges for sustainable development. Strong, integrated and expert UN leadership, as envisioned in the UNDS repositioning, is now more essential than ever if the UN is to respond effectively and at the scale needed to rescue the SDGs and meet their promise by 2030.** The Secretary-General has called for a ‘decade of transformation’ to accelerate their achievement. Indeed, the surveys administered by DESA to Governments, RCs, UNCTs and UN development system entities’ headquarters show that demands for support have increased on all fronts – from social protection to policy advice on climate change, human rights, quality education, gender equality and women’s empowerment, youth, digital technologies and cooperation.
2. **In 2022, the Resident Coordinator (RC) system** - comprised of the Development Coordination Office (DCO) in New York and in five regions, as well as 130 RCs and their Offices around the world – **continued to leverage investments in coordination enabled by UNDS reforms.** All data point to the same direction: RC system leadership, connecting and convening enabled a more decisive stepping-up of the UNDS to help address critical triggers for development acceleration, such as transformation of food systems and education, climate action, and SDG financing, while continuing to offer a strategic entry point to UN expertise, forging partnerships, building resilience to shocks, mobilizing funding for joined-up action and leveraging SDG financing at scale. DCO and RCs also devoted significant attention to help UN entities advance cost efficiencies in their operations at the country level, so that more resources would be freed up to support country-level programming. Efforts also continued to improve transparency and accountability for results, including through a revised multi-annual RC system Results Framework, reported for the first time this year on results achieved in 2022 (see Annex II).
3. As in previous years, **feedback from the 2022 DESA-administered surveys of various stakeholders continued to paint a robust picture of results.** Two-thirds of host countries responses to the survey reconfirmed the value of the reinvigorated cohort of RCs, with significant increases on key dimensions compared to 2019 (see figure). Of the 48 contributing country Governments who responded, 88% agreed the RC system stepped up collective and coherent action and helped leverage the comparative advantages of UN entities, and over 77% reported it helped minimize duplication of efforts and advances efficient use of resources. The body of independent evaluation evidence on the value addition of the RC system also mounted in 2022: the [system-wide evaluation of the UNDS socio-economic response to COVID-19](#) acknowledged the role of RCs in fostering an effective UNDS response to the pandemic. The [evaluation](#)¹ by the Office of Internal Oversight Services (OIOS) on DCO regional teams relevance and effectiveness attested to their importance in enabling RCs to fulfil their leadership and coordination role. The [system-wide evaluation of the Joint SDG Fund](#) noted the RCs’ strategic role in enabling UNCTs to access the Fund’s resources. [Recommendations from the Board of Auditors](#)² also recognized the positive results achieved. Finally, an independent [evaluation of UNFPA’s engagement in UNDS reform](#) – a first of its kind among UNSDG entities – noted that the reformed UNDS, including independent RCs, have enabled UNFPA to position its strategic priorities and leverage joint programming for results.

¹ E/AC.51/2023/2

² A/77/5 (Vol. I)

Governments reporting that Resident Coordinators have strengthened/increased:



Source: DESA survey of host country Governments, 2022
 Notes: Management skills added as a response category in 2021

- Nevertheless, these gains need to be protected and sustained over time. As the reinvigorated RC system enters its fifth year and moves beyond its start-up phase, challenges persist. High shares of earmarked funding continue to produce – albeit unintentionally – negative incentives and foster competition for resources; different business models across entities affect the system’s ability to deliver integrated support; and fragmented governance arrangements across governing bodies require stronger oversight by Member States. Importantly, the continued gap in funding for the RC system could ultimately jeopardize its ability to lead the drive for collective action and may also result in additional work for UNCT members³, particularly smaller offices, hampering their ability to fully focus on programme delivery. We must uphold the commitments made upon approval of the reforms in 2018 and in subsequent GA and ECOSOC resolutions, particularly the 2020 QCPR and the 2021 GA review of the RC system.

II. Leadership for sustainable development results: RC system capabilities for the 2030 Agenda

A. RC / RCO leadership

Strengthened RC leadership in support of national needs and priorities

- As illustrated throughout this report, RCs stepped up to rally the full force of UNCTs to respond more effectively to the diverse needs and priorities of countries against a backdrop of yet another year of global crises and increased volatility. They leveraged their neutral position to convene multi-stakeholder policy platforms around SDG priorities for LDCs, as in [Lesotho](#); connect Governments, donors and partners in LLDCs, as in [Azerbaijan](#); facilitate access to concessional financing at scale for MICs, as in [Indonesia](#) and [Kenya](#); and lead studies from [Samoa](#) to support SIDS’ positions around Loss and Damage at COP27.

³ Independent [evaluation of UNFPA’s engagement in UNDS reform](#) (DP/FPA/2023/CRP.1)

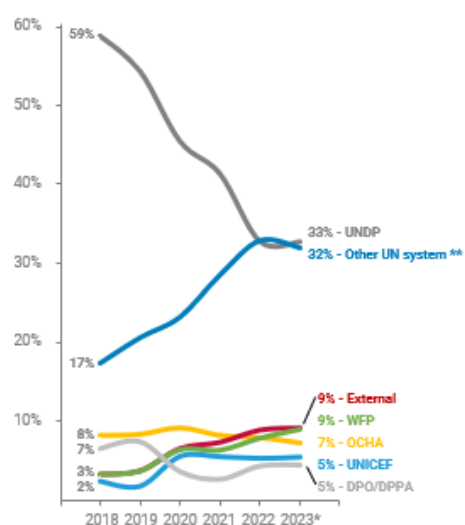
6. **These results accrued from the significant investments made by DCO to revamp the RC selection system, in order to deploy the right person in the right place at the right time.** The RC/HC talent pipeline, a rigorous and transparent pathway, is being strengthened day after day. Historic barriers to external candidates' applications – which marked the system pre-reforms - have been removed, allowing to identify the best talent from inside and outside the UN. Agency endorsement and internal voting on RCs have been replaced by a more transparent and professional system: the Secretary-General is able to deploy the right profiles in different country contexts, as long as candidates have been successful in joining the RC pool via a rigorous external assessment. Close collaboration with OCHA now helps ensure seamless deployment in countries where RCs also serve as humanitarian coordinators. In 2022, 53 new candidates were included in the pipeline, bringing the total to 182. They benefited from training, career coaching, and exposure to sitting RCs, in preparation for leadership positions. 64 of them successfully passed the RC assessment and can now apply for RC posts.
7. **In addition, under the leadership of the UNSDG Chair, DCO worked closely with OCHA and DPPA/DPO on the selection of RC/HCs and DSRSG/RC/HCs, respectively, and in enabling these leaders to exchange with each other and with headquarters.** In 2022, with ACABQ's concurrence, seven RC positions were reclassified from D-1 to D-2 level in response to specific country needs due to changes in contexts, increasing complexity and humanitarian coordination requirements.
8. **DCO minimized RC leadership gaps** by advertising RC posts a year in advance and fast-tracking recruitment with the new selection system. While rapid placement depends on Governments' acceptance of the proposed candidate, there is clear progress: RCs ad interim decreased to 12% in 2022, from nearly 20% in 2019.
9. **Upon deployment, RCs – particularly first-time RCs and those from outside the UN – benefited from a robust support package,** including briefings from UNSDG entities, mentoring from experienced RCs, virtual sessions and in-person workshops to unpack the RC role. Throughout the year, DCO also provided continuous opportunities for peer exchange and leadership feedback through virtual gatherings, webinars, and the annual Secretary-General's global meeting with RCs.
10. **As a result, the RC cadre is increasingly diverse, better reflecting the needs of host countries.** By end of March 2023, 55% of serving RCs were new appointees following the reforms. **Gender parity** has been maintained and **geographic balance** is improving steadily, despite normal fluctuations. UN entities in the RC track increased from 17 in 2019 to 23 today, including for the first time from DCO, EOSG, IFAD, RECs, UNDRR and UNIDO. The number of RCs **from outside the UN** also increased from 4 in 2019 (3%) to 10 (9%) today, constituting now the second-largest group of RCs. RCs' statistics are available in real time on the [UNINFO data portal](#).

Resident Coordinators by gender and nationality



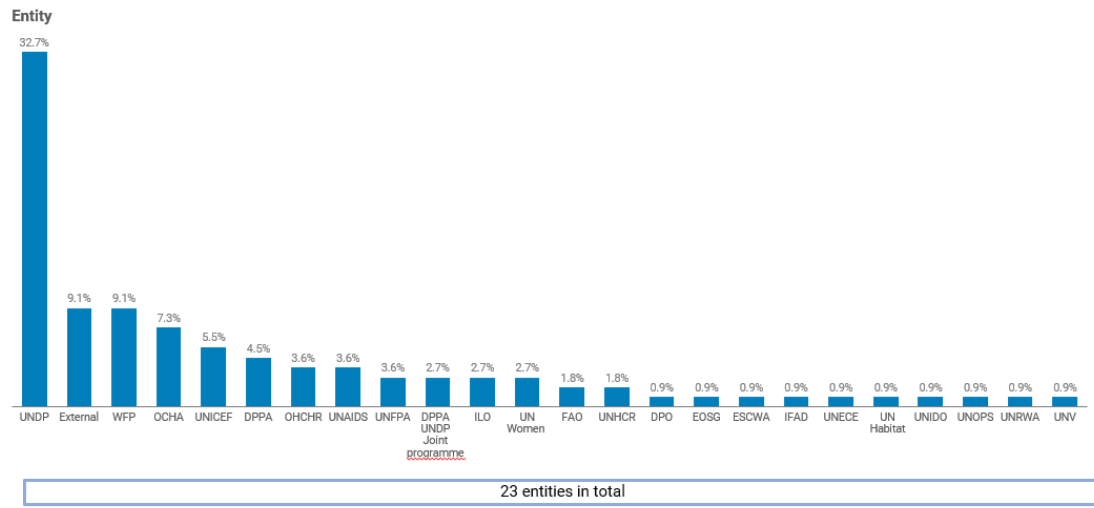
Source: Development Coordination Office, 2023
Notes*: 2023 figure is as of March 2023

Resident Coordinators by agency of origin



Source: Development Coordination Office, 2023
Notes *: 2023 figure is as of March 2023. **: includes OHCHR, UNAIDS, UNFPA, DPPA-UNDP, ILO, UN Women, FAO, UNHCR, DPO, EOSG, ESCWA, IFAD, UNECE, UN Habitat, UNIDO, UNOPS, UNRWA, UNV

Resident Coordinators by entity of origin

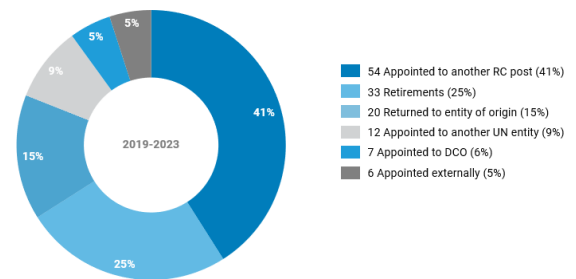


Source: Development Coordination Office, March 2023

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

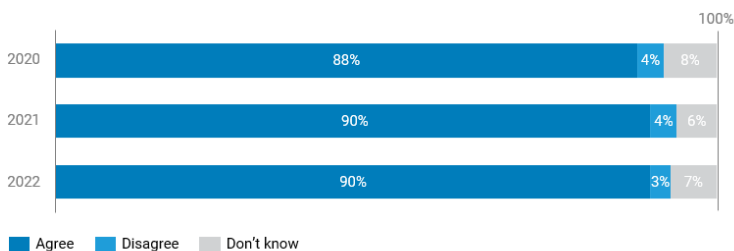
12. **The RC track is becoming an increasingly appealing professional opportunity.** Career opportunities following an RC assignment are expanding: of the 125 RCs departing a country assignment since the reforms, 40% secured RC roles in other countries, and a quarter were appointed to other UN entities or returned to their entities of origin, for example as regional directors and other senior roles. Some were “headhunted” by other national or multilateral entities.

Resident Coordinator Career Movements (2019-2023)



Source: Development Coordination Office
Notes*: 2023 figure is as of March 2023

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



Source: DESA survey of host country Governments, 2022

13. **Host governments remain overwhelmingly satisfied with the RC profile and leadership.** In 2022, 90% agreed that RCs have the needed profile and skillsets. As indicated in the first figure of this report, the vast majority (85%) confirmed that RCs provided strengthened leadership compared to before the reform; and that under RC leadership, better-aligned UN activities are responding to national priorities. In addition, 80% agreed that RCs displayed strengthened/increased impartiality vis-a-vis UN entities than before the reforms – a perception shared equally by UNCT members (80%).

14. **The effective exercise of coherent leadership at the country level requires consideration of the entire leadership of UN country teams (UNCTs).** Implementation of the dual reporting model between RCs and UNCT members remains uneven. While DCO ensures that entity representatives and Regional Directors are systematically asked for feedback on RCs' performance, not all entities ask RCs to appraise their representatives. Few entities consult the RCs on the skillsets and leadership profile of their representatives as required, leading to all-male UNCTs in at least one instance or UNCTs lacking the right profiles for the country. The 10 [SDG Leadership Labs](#) held in 2022 were valuable to build UNDS capacity in leadership, collaboration and innovation, but insufficient funding poses an obstacle to scaling up and iterating them across more UNCTs.

Strengthened RCO capacities in support of RCs and UNCTs

15. Prior to 2019, over half of the RC offices (RCOs) had only one or no substantive coordination staff. **The reforms helped level the playing field through investments in standard core capacities delivering a minimum, indispensable, coordination infrastructure for all host countries.** In 2022, 91% of RC system personnel were based in countries, supporting RCs and UNCTs with stronger strategic planning, economic analysis, partnerships, data and results reporting, and communications (see Annex 1 for staffing details). This confirms they highly decentralized nature of the RC system.
16. **The Secretary-General's report on the [RC system review](#)⁴ elaborated on these core capacities, and numerous examples of their contributions are available on the new [DCO website](#).** Strategic Planners serve as RCO team leaders, ensuring effective and efficient management of RCO capacities and resources. They play a vital role in supporting RC leadership of the UN's analysis, planning and programming, especially in elaborating and implementing Cooperation Frameworks. For example, in [Uganda](#) the Strategic Planner helped secure strong ties with the Government, identifying needs, finding solutions and mobilizing funding for the Cooperation Framework, while also ensuring continued alignment of workplans with evolving national priorities. **RCO economists** have strengthened UNCT capacities to address economic transformation, forging thematic networks within and outside the UNDS, including with International Financial Institutions (IFIs). For instance, in support of the work of the [Global Crisis Response Group](#), 18 RCO economists in **Europe and Central Asia** undertook an analysis of regional economic impacts of the war in Ukraine, supporting national mitigation strategies and identifying needed expertise to inform the RC and UNCT response. RCO economists in [Nepal](#), [Bangladesh](#) and [Lao DPR](#) facilitated peer exchange and supported the three governments in formulating their strategy for LDC graduation.
17. **Partnerships officers** advanced efforts to leverage the resources and assets of the private sector, CSOs, and academia, as in [Uzbekistan](#) through the [Forum on Championing Business Sustainability](#) or in [Jamaica](#) through the [UN Partnership Forum](#), often working in tandem with the RCO economist as in [Togo](#). **Communications Officers** have become the conduit for real-time country-level information, providing over 200 updates in 2022 to the UN spokesperson's office on UNCT support in specific development emergencies. They supported UNCT work to combat hate speech and were pivotal in rolling out specific advocacy campaigns, as the [Namibia](#)'s campaign on sustainable food consumption. **Data and Results Reporting Officers** have helped improve evidence-based reporting and transparency, including through the UNINFO platform. Several helped lift support to national statistical capacity, provided in nearly 80% of UNCTs. In [Malawi](#), for example, the Data and Results Reporting Officer coordinated the UNCT and the Government partnership that led to the establishment of an Harmonized National Management Information System.
18. **These capacities have continued to prove their worth in many different contexts, and RCs consider them essential. The views of UNCTs help to point to areas in which the offer of RCOs could be further enhanced** (see figure). DCO takes note of these ratings to course correct and help the system continue to improve.

⁴ A/75/905

UNCT members ratings of support from the Resident Coordinator's Offices



Source: DESA survey of UNCT members, 2022

19. The size of RCOs must be appropriately calibrated to country needs and demands. **As initially intended by the reforms, to respond to specific country needs, these 5 core universal substantive capacities are at times complemented through flexible modalities not bearing on the SPTF.** As of May 2022, there were approximately 150 JPOs and UNVs across all RCOs providing additional needed coordination support; but the majority of additional capacities (over 250) is advisory and pooled funds secretariat expertise deployed through centralized agency-to-agency programmes/agreements, based on country needs identified with national Governments. For example, [country coordinators for the Spotlight Initiative](#) made possible by the EU are hosted by RCOs in **Honduras, Uganda and Malawi** to mention a few. In 2022, the long-standing partnership with UNDP and DPPA enabled **130 Peace & Development advisors (PDAs)** in 73 RCOs, as in **Malawi and The Gambia**. Similarly, **43 Human Rights advisors (HRAs)** were deployed with support by OHCHR and the Human Rights Mainstreaming Fund hosted by DCO to support national efforts, as in **Moldova** helping to reach vulnerable groups in response to the pandemic, and in **Kenya** identifying under-investment in key social sectors to help address inequalities. In 2023, in light of UNAIDS scaling back its presence in some countries, **HIV/AIDS advisors** will be deployed in RCOs to support national efforts in five countries: **Colombia, Gabon, Guyana, Fiji and Kenya**.
20. The deployment of these advisors in different contexts reflects the expanding appreciation and reliance of UN entities on RCOs to serve as an independent ‘centre of gravity’ for advisory expertise. **In addition, in contrast to the pre-reform skewed distribution of capacities in a few countries solely based on ad hoc arrangements with bilateral donors, post-reform investments are now distributed much more equitably across all countries - with core capacities ensuring consistent support to help enable UNCTs implement the SDGs universally.**
21. **To ensure rapid support in development emergencies, an RC system surge framework was pioneered in 2022**, consisting of a rapid release surge fund from the SPTF, surge capacities through 7 senior roving development coordination officers, and a collaborative initiative with the UN Department of Operational Support (DOS) to establish Standing Surge Capacity pools with UN Secretariat staff. These initiatives enabled RCOs to step up efforts to provide essential development coordination support in many crisis countries, including **Afghanistan, Burkina Faso, the Democratic Republic of Congo, Eritrea, Eswatini, Ethiopia, Haiti, Kyrgyzstan, Myanmar, Tajikistan, Sri Lanka, Sudan, Syria, , Ukraine and Yemen**.
22. **DCO invested to the extent possible in strengthening workforce management and creating global and regional communities of practice for different RCO profiles, given their key functions as knowledge brokers.** Monthly Policy Bulletins and regular webinars with various UN entities have become the norm. A new system for peer support among Data Officers was introduced. A Women’s Talent Pipeline was launched

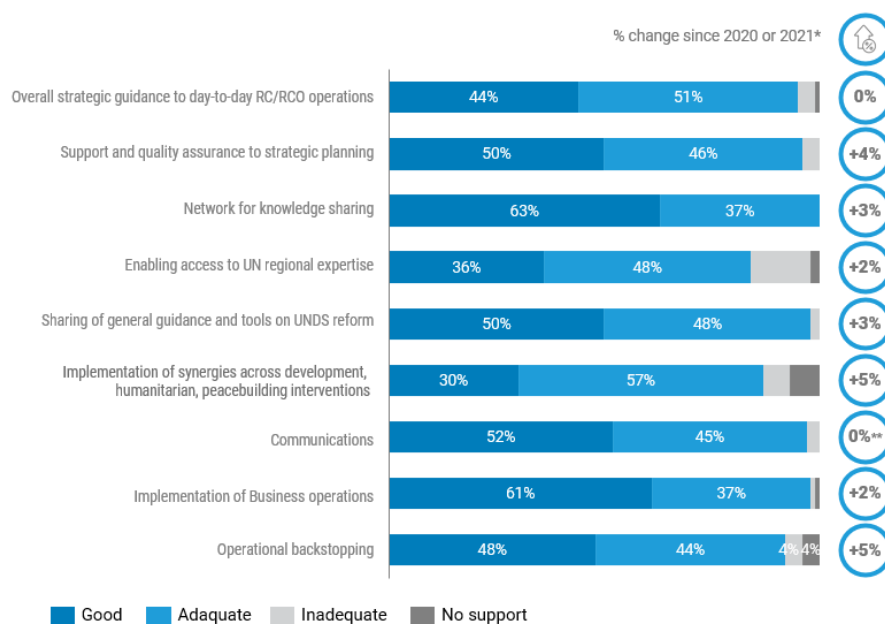
to build the capacities and career opportunities for female staff at the NOD, P-4, and P-5 levels; a dedicated National Officer Talent Pipeline will follow in 2023. However, funding constraints significantly **hampered the full range of improvements in** RCO staff training, networking across typologies of countries, and more consistent induction and performance management, which are needed to build thematic and country-tailored skillsets to maximize their contributions.

23. **Throughout 2022, the vacancy rate in the RC system remained below 15% on average against the approved staffing structure.** In RCOs, **geographic diversity improved**, with 116 nationalities now represented among the International Professional staff, compared to 108 the year before. **Gender parity** was reached at the P-4 and P-3 levels and the gap at the P-5 level is expected to close in 2023; women also represent 49% of the total 356 National Professional Officers (NPO) workforce today.

B. Coordination at regional level

24. **DCO regional teams provide dedicated day-to-day support for RCs and their offices.** They are first responders to wide-ranging demands from RCs and UNCTs for strategic guidance tailored to the specific needs of each region – from joint planning and transboundary responses, connecting with regional expertise and resources, and providing a bridge to translate global commitments to country-level action. The 2022 OIOS [evaluation](#) of regional DCO teams concluded that DCO regional support enhanced the capacity of RCs to better fulfil their leadership and programme coordination role, and that RCs were highly satisfied with it. This is further evidenced by the year-on-year increase in the satisfaction rates of RCOs on the support received from DCO regional teams (see figure).

RCO rating of the support provided by the DCO regional teams



Source: UNINFO IMS survey, 2022

Notes*: Refers to the change in respondents selecting "good" or "adequate" rating relative to the oldest baseline available (2020 or 2021). **Communications rating was collected for first time in 2022.

25. **The evaluation took special note of DCO facilitation of interagency expertise to support the design of Cooperation Frameworks, through the regional Peer Support Groups (PSGs).** By chairing the PSGs, DCO Regional Directors guided every stage of new Cooperation Framework design processes in 2022, infusing experience from different countries and reflecting regional priorities, connecting to the broad range of expertise available at regional and global levels, and enhancing quality control and assurance. In **Africa**, for example,

Cooperation Frameworks serve to advance both the 2030 Agenda and Agenda 2063, including for flagship initiatives such as the Africa Continental Free Trade Agreement.

26. **DCO also plays an essential role as part of the joint secretariat of the new Regional Collaborative Platforms (RCPs) by facilitating connections** to expertise from relevant regional entities. This is seen in the technical expertise sourced from thematic Issue-Based Coalitions for **Papua New Guinea, Maldives, Nepal, and the Philippines**, on such topics as disaster-risk reduction, climate change adaptation, digital transformation, and mainstreaming norms and values such as disability inclusion. They also helped mobilize regional policy expertise to land global priorities at the country level. For instance, DCO regional teams systematically facilitated discussions between RCs and RCPs as part of COP27 preparations, which helped inform national positions and plans for joint advocacy and action. Similarly, following the Transforming Education Summit, the DCO regional teams in Africa and Asia-Pacific ensured that 71 UNCTs advanced transition to equitable and youth-centric education policies, including on digitization. In crisis settings, regional DCO teams served as a vital conduit for RCs, UNCTs and the UN Regional Directors to keep UN programmes on track and ensure collaboration among different interventions.
27. **The evaluation further acknowledged the valuable support provided by DCO regional teams for transboundary responses.** In Latin America and the Caribbean, DCO guided an RC-led process to support a collective vision among the governments of **Argentina, Bolivia and Paraguay** on food systems, conflict prevention and the needs of indigenous communities of the [Gran Chaco](#) Americano. In Africa, DCO – supported by a regional PDA – facilitated a shared risk analysis of sub-regional dynamics affecting **Benin, Togo, Ghana, Cote d'Ivoire and Burkina Faso**, enabling sound understanding of instability drivers through a sustainable development lens. Cross-regional collaboration between the DCO teams in Africa and Arab States on migration informed the adoption of cross-border perspectives by various RCOs on issues affecting people on the move, from the Horn of Africa to Gulf Cooperation Council countries.
28. **In addition, DCO regional leadership served to leverage UN assets for greater impact, for example through strategic advice and support for cross-sectoral SDG policy, partnership and financing solutions.** RCs were supported in addressing SDG funding bottlenecks, including through greater mobilization of domestic resources. In Latin America and the Caribbean, the DCO team reached an agreement with the Central American Bank for Economic Integration that allowed RCs from **Belize, Peru and Dominican Republic** to enhance UNCT support for SDG mainstreaming. In Europe and Central Asia, the team worked with ILO, the International Organization of Employers (IOE) and other partners to bring together employer organizations and RCs to enhance public-private collaboration against impacts of the COVID-19 pandemic and for economic and social recovery. In Asia-Pacific, a partnership was established with academia to make available expert advice and resources to RCs and UNCT entity heads, at no cost, ranging from shoreline management and disaster risk reduction to country-specific SDG analysis and retreat facilitation.
29. **The evaluation pointed to areas for further development.** Beyond routine, day-to-day support, RCs need to be better supported to access UN system expertise and surge capacity when crises arise; there is a need to address broader structural challenges in this regard, including uneven responsiveness of IBCs different levels of agency's abilities to make resources available as needed, and the still evolving reforms at regional level. The evaluation highlighted the unsustainability of staffing arrangements in DCO regional teams, in view of the funding situation affecting the RC system – which has created an overreliance on temporary staff, secondments and UNVs. In line with OIOS recommendations, DCO will conduct an RC/RCO needs assessment and a mapping of best types of support required from its regional teams. DCO will also further define and codify its role in the RCP, guided by the RCP Chair.

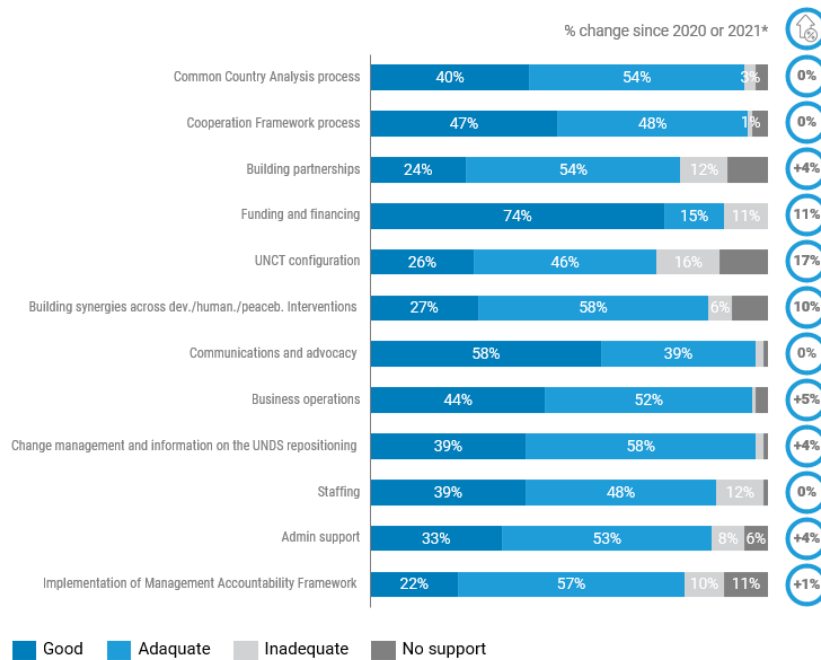
C. Coordination at global level

30. **Under my direct oversight and the collective leadership of the UNSDG the DCO team in NY continued to provide steady provision of strategic direction and management of RCs and their offices in 2022.** The Office elaborated corporate direction on recruitment and management of RCs and enabled effective country-level support relating to joint analysis, SDG programming, partnerships, communications and results-reporting

– ensuring a focus on innovation such as use of artificial intelligence for peer exchange and analysis of data and reports. DCO also stepped-up engagement to advance system-wide efficiencies, increase transparency and accountability for results, and facilitate quality funding, including by hosting the secretariat of the Joint SDG Fund (see chapters V, VI and VII).

31. **As the secretariat of the UNSDG, DCO supported UNDS coordination advancement globally and strengthening of links with UNCTs locally.** Important outputs included the development of a checklist for governing bodies to monitor progress on reform implementation, as requested by Member States as part of the RC system review in 2021. Effective support also enabled the preparation of new [Joint Programme Guidance](#), [Guidance for programming in exceptional circumstances](#), [Communications and Advocacy Guidelines](#) and a common Output Indicator Framework to facilitate aggregated reporting on the system-wide contribution to the advancement of the SDGs.
32. **In providing RCs with essential support, DCO linked them with global UN expertise** in critical areas for SDG acceleration and solutions – from climate action to energy transitions, quality education, gender equality, food systems transformation, and SDG financing, with a focus on the most vulnerable countries, particularly SIDS. As a result, the RC system has become an indispensable resource to connect key global initiatives and strategies with concrete and effective action at the country-level, as in 2022 the Transforming Education Summit, COP27, the follow-up to the Food Systems Summit, and the Secretary-General’s [Global Crisis Response Group](#) and [Global Accelerator on Jobs and Social Protection for Just Transitions](#).
33. **DCO also continued to improve collaboration with OCHA, DPPA and DPO to ensure close dialogue with RCs in coordinating across humanitarian, development and peace operations.** For example, in 2022, DCO, OCHA, and DPPA jointly developed guidance for RCs on ways of leveraging the three global pooled funds – the Joint SDG Fund, the CERF and the Peacebuilding Fund.
34. **DCO ensured effective implementation of UN Secretariat-wide management strategies and action plans.** Implementation of its [Disability Inclusion Strategy 2022-2025](#) began, including through the creation of a new Inclusion Focal Point network. As a result, the RC system workforce now includes 22 personnel self-identifying with disability, and 100% UNCTs reported on annual implementation of the UN Disability Inclusion Strategy. DCO also worked closely with the UN Special Coordinator to improve the UN response to sexual exploitation and abuse to enhance RC leadership in this area: 117 out of 131 UNCTs have in place a 2023 strategy and an action plan now, as in [Uganda](#), [Bangladesh](#) and [Lesotho](#). UNCTs are starting to introduce channels for reporting allegations of exploitation in local languages on their websites, as in **Haiti, Eswatini, Guatemala and Montenegro**. DCO also continued to provide hands-on support to UNCTs on **medical preparedness and response and return to office** in the COVID-19 aftermath; in 2022 the High-Level Committee for Management (HLCM) officially designated RCs as the lead on UNCT occupational health and safety matters.
35. In response to the SPTF funding shortfalls, **DCO worked closely with my office to ensure effective analysis, communications and outreach to Member States to improve resource mobilization**, while also initiating prudent measures to manage resource flows without unduly jeopardizing RC system results (see chapter VIII). Furthermore, DCO provided and supported briefings to all Member States and donors on a range of priority issues, while also engaging actively with the ACABQ.
36. **In 2022, RCO’s rating of the support received from DCO in New York continued to improve steadily in most areas** (see figure). Support for UNCT configuration, MAF implementation or humanitarian-development-peace coordination merit additional attention going forward.

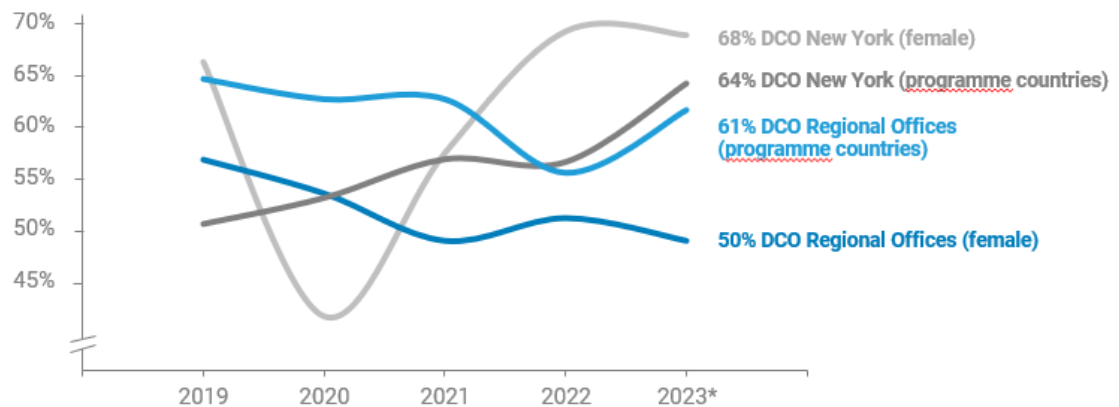
RCO rating of the support provided by the DCO team in New York



Source: UNINFO IMS survey, 2022
 Notes*: Refers to the change in respondents selecting "good" or "adequate" rating relative to the oldest baseline available (2020 or 2021).

37. **Despite fluctuations, gender and geographical balance has been reached or surpassed in DCO** (see figure). **There has been an increase in DCO personnel** in regions and New York from the original design of 94 posts in 2019 to 112 in 2022 – as outlined in the Secretary-General’s Programme Budget. **This responds to the volume of substantive and recurrent demands that were under-anticipated in 2018**, especially for Africa (where the DCO regional team covers 53 RCOs), and the strengthening of management needs related to human resources, data analytics, finance, and corporate leadership.

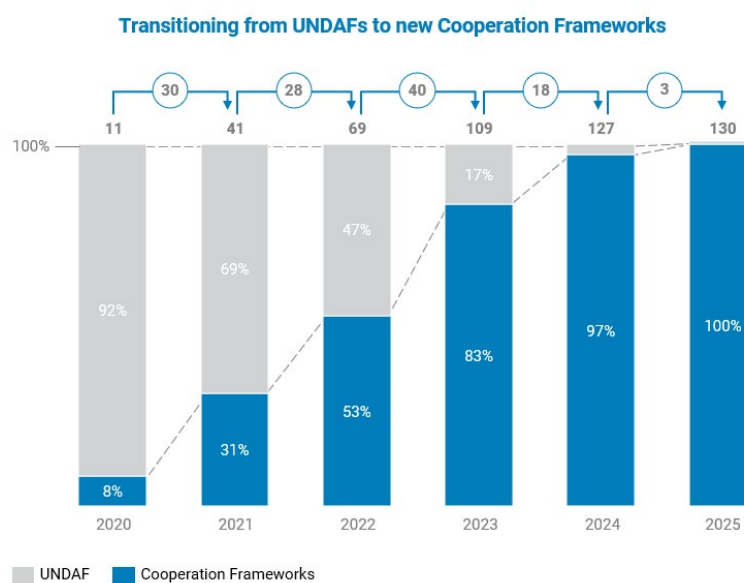
DCO teams in NY and in regions by gender and nationality



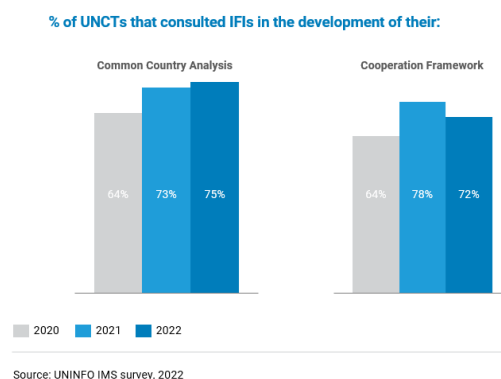
Source: Development Coordination Office, March 2023
 Notes *: 2023 figure is as of March 2023.

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

38. **The RC system, backed by strong UNDS commitment, continued to foster a more flexible, coherent and effective UN offer aligned with national development priorities.** By end of 2022, over half of all UNCTs had transitioned from their old UN Development Assistance Frameworks (UNDAF) to new UN Sustainable Development Cooperation Frameworks. As of March 2023, 104 Cooperation Frameworks were rolled out – 40 in 2022 alone – working together with Governments.



39. **Key to improving the quality of UN offer is involvement by RCs of all relevant UNDS parts, regardless of where these capacities are based.** The percentage of host governments perceiving that RCs provided increased ability to access UN expertise, compared to before the reform, rose from 80% in 2021 to 87% in 2022.⁵ For example, between 2021 and 2022, ITC and the Regional Economic Commissions doubled their membership in UNCTs, UNCTAD tripled their participation, UNEP increased by almost half. IFI participation in preparing Common Country Analysis (CCAs) and Cooperation Frameworks continued to increase, and in 2022 the World Bank and the IMF membership of UNCTs were 45% and 24%, respectively.



40. **The strengthened UN offer is better tailored to different country settings.** For many SIDS, the new [Multi-Country Sustainable Development Framework for the Caribbean \(2022-2026\)](#), and the new multi-country Cooperation Framework for the Pacific (2023-2027), enabled a system-wide engagement to help address regional vulnerabilities and needs, with additional focus on country-specificities through complementary Country Implementation Plans. In [Cabo Verde](#), ECA, ITU, UNCTAD, WIPO and the World Bank actively participated in the Cooperation Framework design, ensuring a strong SIDS-focused support on trade, e-commerce, innovative financing and digital strategies. Similarly, there has been a significant focus on improving tailored support for LDCs. In [Zambia](#), ITC, UNEP and WMO lent their expertise for the first time to programme delivery filling capacity gaps identified through the Cooperation Framework design process, as

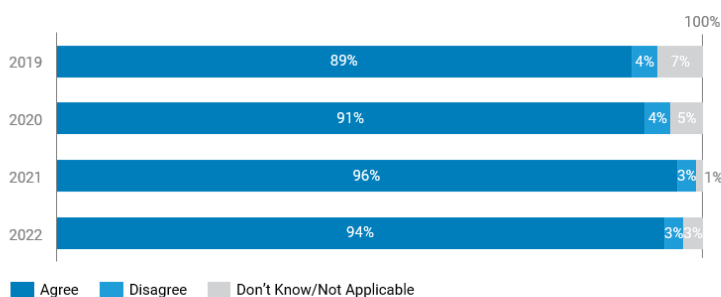
⁵ DESA survey of host governments, 2022.

did IFAD, ILO, ITC, UNDRR and UNODC for the first time in **South Sudan**. A strengthened partnership with OHRLLS saw RCs stepping up participation in critical regional inter-governmental fora, including the AOSIS meeting in Antigua and Barbuda in 2022 and in the 5th LDC Conference in Doha, Qatar.

41. **There is clear evidence that collective programming results are improving.** The 2022 [system-wide evaluation of the UN Response to COVID](#) noted the rise of quality and flexibility of the UN offer through more strategic and integrated Cooperation Frameworks, backed by quality joint analysis and drawing from the full UN expertise. A 2022 DCO-led inter-agency desk review of CCAs and Cooperation Frameworks echoed these findings, noting that CCA quality also reflected increased UNCT ownership from across the system, involvement of a range of partners, as well as direct engagement of vulnerable populations. 40 out of the 43 countries (93%) that were due, concluded evaluations of their Cooperation Frameworks/UNDAFs in 2022 to inform the development of a new Framework.

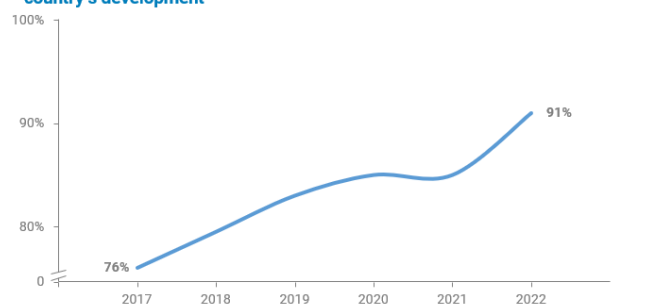
42. **Host governments have increasingly noticed these improvements.** Over 88% confirmed RCs effectively lead the delivery of strategic support for national plans and priorities⁶. 94% agreed that Cooperation Frameworks were effectively responding to national priorities and 91% that the UNCT had the right mix of capacities to support national development

Host country Governments' response to:
The Cooperation Framework/UNDAF has enabled the Government to ensure that the UN activities are effectively addressing/responding to national priorities, including on the delivery of the SDGs:



Source: DESA survey of host country Governments, 2022

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

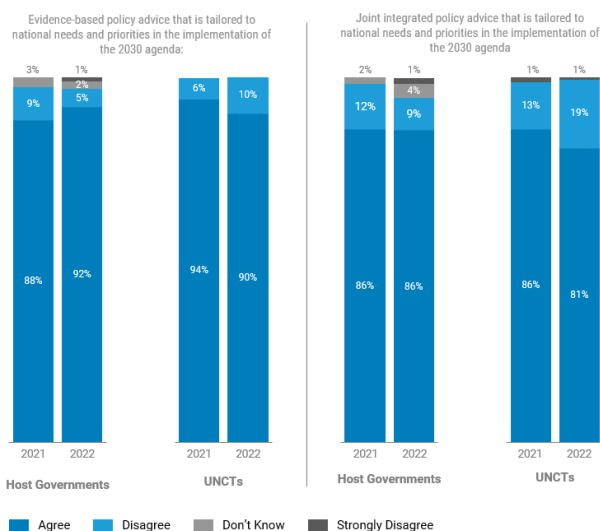


Source: DESA survey of host country Governments, 2022

efforts (see figures).

43. **Host governments are also increasingly satisfied with the policy support provided by UNCTs; UNCTs' perceptions however differ, reporting a decrease in the quality of policy support provided to countries** (see figure) While UNCT's assessment in 2022 remains strong, we will explore the reasons for the decline from one year to the next, to course correct this trend.

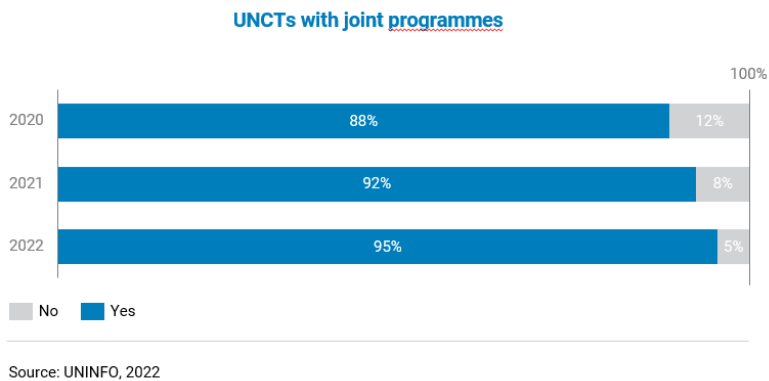
The UNCT now, compared to one year ago, provides better



Source: DESA survey of host country Governments and UNCTs, 2022

⁶ DESA survey of host governments, 2022.

44. **RC leadership and UNCT action also underpinned the steady increase in more collective work through joint programmes – supported by pooled funds.**



For example, RCs in 69 countries led UNCTs to develop new joint programmes on food security and nutrition supported by the Joint SDG Fund. The number of joint programmes in 2022 nearly doubled relative to 2020; only 5% of UNCTs did not have joint programmes in 2022 (compared to 12% in 2020).

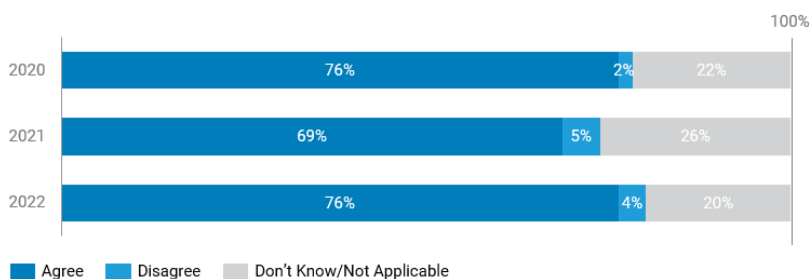
45. **Supported by DCO from global and regional levels,** RCs ensured a strong focus on innovative and data-driven programming. In [Saudi Arabia](#), the RCO brought together expertise to support the government with an SDG Data Prioritization tool, which informed the Kingdom’s 2023 Voluntary National Review. RCs led UNCTs in application of foresight methodologies for CCAs and Cooperation Frameworks in [Cabo Verde](#), [Kyrgyzstan](#), [Madagascar](#), and [Cambodia](#). In [Cabo Verde](#), this informed the process of designing the national development plan as well as the Cooperation Framework, through a collective visioning of different pathways for SDG achievement, and identification of resources and expertise needed. In [Laos](#), the RCO supported a “high frequency data” joint programme by FAO, UNDP, UNICEF, WHO and WFP to assess the impact of the ongoing global food, fertilizers, fuel and financial crisis.

46. **RCs are helping raise the ambition of UN support for countries addressing complex challenges.** CCA consultations in [Pakistan](#) identified the criticality of the Indus River ecosystem for the country’s development, which underpinned the [UN collaboration with the Government](#) on a national masterplan for the Indus River Basin focused on adaptation and climate-resilient growth. The resulting ‘Living Indus’ Initiative is now the biggest climate initiative in the country’s history, spanning economic, environmental and social measures. In [Cambodia](#), a joint programme supported by the Joint SDG Fund enabled the UN to operationalize at scale social protection, through direct cash transfers to approximately 2.4million people, pension scheme coverage through digitized services to about 1.5million people, and the rollout of a National Social Protection Policy Framework, reducing poverty by about 3.4% and catalyzing additional donor funding.

47. **The RC system was on the front lines to shape understanding, mobilize partners and connect national, regional and global resources around global summits, under Secretary-General’ leadership and UNSDG’s strategic direction.** As noted elsewhere in this report, RC leadership was essential in the preparations for COP27, working closely with the Secretary-General’s climate team, UNEP, UNFCCC, UNDP and other lead UN entities. The RC’s role in [Egypt](#) was pivotal in supporting the Government, unifying the UN offer, and linking global prioritization with country-level action. For the 2022 Transforming Education Summit (TES), RCs in over 100 countries worked with UNESCO, UNICEF and other UNCT members to mobilize all stakeholder to inform national positions. In [Bosnia and Herzegovina](#), such efforts resulted in the first national policy position on education endorsed in 20 years, while in [Mongolia](#) they led to linkages with the Government’s digital education plan and the E-Mongolia public service delivery platform. In [Honduras](#), a new social compact around education was created that simultaneously responds to national challenges around climate, migration, gender and the humanitarian crisis. RCs are already working with the UN Food Systems Coordination Hub and its regional task forces to drive implementation of national pathways in their countries, following the UN Food Systems Transformation Summit. RCs also partnered with UN-Habitat to ensure systematic discussions with governments, UN entities, grassroot organizations and others at the World Urban Forum (Poland, 2022). The RC’s initiative spearheaded in support of [Indonesia](#)’s inclusion of ocean priorities in the G20 agenda under their presidency led to the adoption of the national Blue Agenda Actions Partnership.

48. **RCs continued to champion gender equality and women’s rights.** In 2022, more than 70 Cooperation Frameworks featured gender equality results while also mainstreaming them across other priorities. 44% of UNCT joint programme budgets was directed to advancing gender equality and women’s empowerment. 69% UNCTs used a gender equality marker in joint workplans. 76 UNCTs reported on the [SWAP gender equality scorecard](#), compared to 61 in 2021. In partnership with UN-Women, RCs and RCOs actively supported the roll-out of new standard operating procedures to strengthen gender theme groups in UNCTs. DCO also ensured systematic support to advance the Spotlight Initiative at the country level and its integration into Cooperation Frameworks. The 2022 assessment⁷ of the Spotlight Initiative emphasizes that RC leadership of the UNCT and their engagement of other leading stakeholders was one of the most important building blocks in the success of the Initiative. In [Zimbabwe](#), with joint efforts of ILO, UN Women, UNDP, UNESCO, UNFPA, UNICEF, the Initiative reached over 5million beneficiaries, established national prevention mechanisms along with equipping law enforcement with state-of-art forensic labs to bring perpetrators to justice, and [won the Fortitude Award at the Global Learning Symposium](#).
49. **RCs led a steady improvement in meaningful engagement of youth in joint planning processes,** as in [Thailand](#), [Sierra Leone](#), and [Maldives](#). 90% of CCAs included a youth analysis and 80% of Cooperation Framework joint workplans included [Youth2030](#) priorities. Action for **disability inclusion** was spearheaded by RCs and their offices, as in [Moldova](#), [Tajikistan](#), [Namibia](#) and [Indonesia](#). Likewise, RCs have also been leading the UNCTs work in support of indigenous people, as in [Ecuador](#), [Guatemala](#) and [Paraguay](#).
50. **RCs continued to lead UNCTs in supporting national partners in advancing human rights for sustainable development.** In **South Sudan** the RC mobilized funding for the UNCT to support the national Women’s Conference, which helped pave the way for the country to sign into law the African Charter for Women’s Rights, the disability and inclusion bill and the climate bill. In [Serbia](#), joint UN, government and civil society engagement enabled the government launch of a [new legislative tool](#) to ensure that laws and national plans include provisions to protect the most vulnerable. In [Bahrain](#), joint UNCT technical support led to the adoption of the country’s first National Human Rights Action Plan. A request from the government in [Chile](#) saw the RC coordinating UNCT support to provide a human rights, gender, and sustainable development perspective to constitutional debates.
51. **In crisis settings, improved DCO, DPPA-DPO and OCHA collaboration helped RCs mobilize assets and expertise from across humanitarian, development and peacebuilding action to advance sustainable development.** In particular, UNCTs helped ensure an early development focus in all UN interventions, including by reducing risks, vulnerabilities and needs, and building resilience, as in the recalibration of the collective UN offer in responses to severe crises in **Afghanistan** and **Myanmar**. In **Ukraine**, the RC/HC led more than 20 UN entities in the development of a UN Transitional Framework spanning early recovery, supporting needs assessments, recovery planning, reconstruction, business relocation, energy solutions and basic services. In **Sri Lanka**, the RC/HC led a Humanitarian Needs and Priorities Plan to support the country to tackle its socioeconomic challenges, reaching more than 1million of the most vulnerable. In **DRC**, in light of MONUSCO’s transition, the DSRSG/RC/HC was instrumental in planning and coordinating reconfigured capacities and responses needed to support the government in advancing the SDGs. In [Mongolia](#), the RC co-chaired the Humanitarian Country Team with the

Host country Governments’ response to:
The Resident Coordinator has contributed to building stronger synergies across development, humanitarian and peacebuilding interventions:



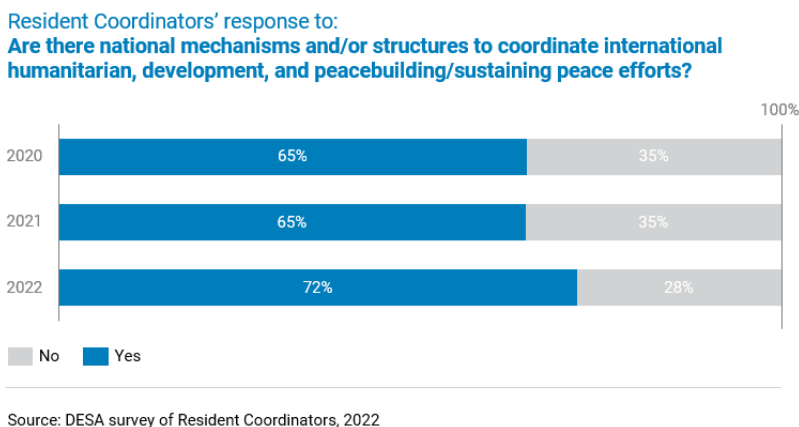
Source: DESA survey of host country Governments, 2022

⁷ To be released in May 2023.

Chief of the National Emergency Management Agency, developing an early action and response plan to mitigate the impact of extreme climate conditions on livelihoods, estimated to save nearly 75% of livestock.

52. **In preparing for and responding to sudden-onset emergencies, the RC system played an especially critical role in countries where there is no OCHA presence⁸.** In Cuba, in response to Hurricane Ian, the RC quickly mobilized the UNCT to develop a [Plan of Action](#) mobilizing nearly \$15million for immediate assistance and recovery. The [RC in Barbados](#), with UNDRR and WMO hosted the launch of the global [UN Early Warning for All initiative in the Caribbean](#). The UN’s disaster response in countries covered by an MCO also benefited greatly from new [Country Coordination Officers](#) deployed through the reforms, as seen in the first response destructive cyclones in **Vanuatu** and the volcanic eruption in [St. Vincent and the Grenadines](#).

53. **As a result, the majority of countries has seen a steady increase in national mechanisms and/or structures to coordinate international development, humanitarian and peacebuilding efforts.**



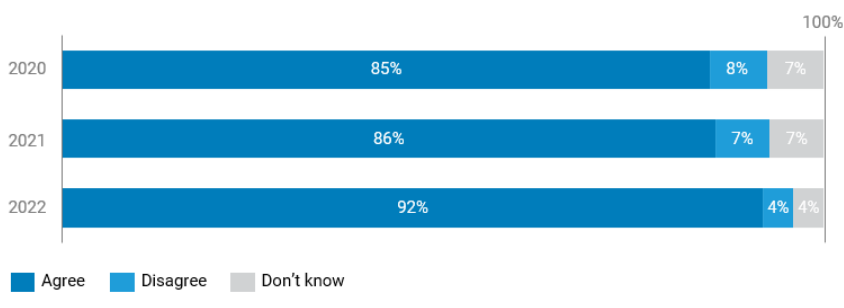
54. **As demands for integrated support mount for SDG acceleration, much more remains to be done.** For instance, only 72% of UNCTs updated their CCAs in 2022, compared to 80% in 2021. We must ensure that these critical tools remain up-to-date to ensure a relevant UN response as needs and challenges evolve globally and on the ground. Moreover, as noted in the [system-wide evaluation of the UNDS response to COVID-19](#), there is a need to further overcome barriers to cross-sectoral collaboration and siloed approaches across UNDS entities. High quality Cooperation Frameworks can only drive collective impact if there is more substantive alignment and derivation of entity-specific country responses. Continued perceptions that the Cooperation Framework is ‘RC business’ and a lingering ‘agency first’ approach in some countries challenge the ability to fuel transformation and realize the commitments agreed with governments. Finally, growth in UNCT membership to recalibrate the UNCT response in countries is not equally matched by growth in the ability to share resources differently. A 2023 system-wide evaluation on country-programme document derivation and UNCT configuration has been requested by UNSDG Principals to review these issues.

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

55. **As the most senior UN development official in country, RCs are leveraging their role to forge multi-stakeholder and innovative partnerships to bring SDG solutions to scale.** Host governments increasingly recognize the RCs contribution in leveraging partnerships in support of national development efforts (see figure).

⁸ As of April 2023, OCHA had 32 country offices (in addition to 5 regional offices). In 22 countries, OCHA has a humanitarian advisory team embedded in the RCO.

Host country Governments' response to:
The Resident Coordinator has contributed to leveraging partnerships in support of national efforts to advance the 2030 Agenda and achieve the SDGs:



Source: DESA survey of host country Governments, 2022

56. In [Brazil](#), the RC led UNCT members in a partnership with the Interstate Consortium for Sustainable Development of the Legal Amazon to co-develop a programmatic and financial mechanism for sustainable development that reached 29million people in one of the country's poorest regions. In [South Africa](#), the RCO scaled up engagements with the authorities, IFIs and other partners, ensuring that all communities benefited from the [Just Energy Transition Partnership](#) set up to decarbonize the economy and minimize the social costs of the transition. [Kenya](#)'s Government-SDG Partnership Platform, hosted in the RCO, led to the launch of the world's first Development Impact Bond for Adolescent Reproductive and Sexual Health; identified a \$6billion bankable market opportunity attracting international private sector investments in the primary health sector, scaled up the upgrading of public health clinics, and expanded health insurance coverage. Seven RCOs across Africa are working to replicate and adapt this model to their national contexts.
57. **DCO partnered with the UN Global Compact to help operationalize their 2021-2023 strategy at the country level.** RCs provided intelligence on country priorities to inform Global Compact Local Network strategies and other engagements with private sector actors, expanding the Networks' reach and fostering broader coalitions. In [Thailand](#), the RC convened a multi-stakeholder climate financing collaboration involving UNEP, UNFCCC, UNDP, UN-Women, and the Global Compact Network, together with the national pension fund, leveraging 43 financial institutions worth \$1.3 trillion, who signed a commitment to action on the SDGs.
58. **Partnerships with IFIs are growing.** 41 UNCTs (31%) reported having joint programmes with IFIs for sustainable financial systems, and regional development banks are increasingly part of UNCT joint programmes. In [Guatemala](#), the RC enabled the creation of a Fiscal Working Group involving the IMF, the World Bank and the Inter-American Development Bank, in support of the government's fiscal reforms. In [Mozambique](#), the RCO leveraged UN expertise to provide inputs to the Government-IMF negotiations for an Extended Credit Facility and ensure minimum spending floors for priority sectors and a new multidimensional index tracking the human impacts of the programme. A UN-IFI Partnership Facility grant deployed a UN-WB Liaison Officer in the DSRSG Integrated Office in [Somalia](#) to enable strategic coordination of around \$334million for shock-responsive safety nets for over 2million people, an urban IDP response for over 222,000 people, and food security and water responses supporting 27,000 families.
59. **Partnerships with academia are increasing.** In response to the triple planetary crises of climate change, biodiversity loss and pollution, RCs led and amplified UNCT partnerships to support research and influence policy solutions. In [Samoa](#), the RC supported preparations of studies on water quality initiated by UNDP and UNICEF, working with local and international academia and the Ministry of Natural Resources and Environment, that helped develop a set of solutions presented at the UN Water Conference in March 2023. In [Guyana](#), the RCO supported a UN partnership with a national university for a policy dialogue series on the triple crises. Partnership with academic institutions also allowed DCO to leverage new data tools and analytical methods to improve the data quality in UN Country Results Reports, developing a model to better capture good practices across a variety of reports.

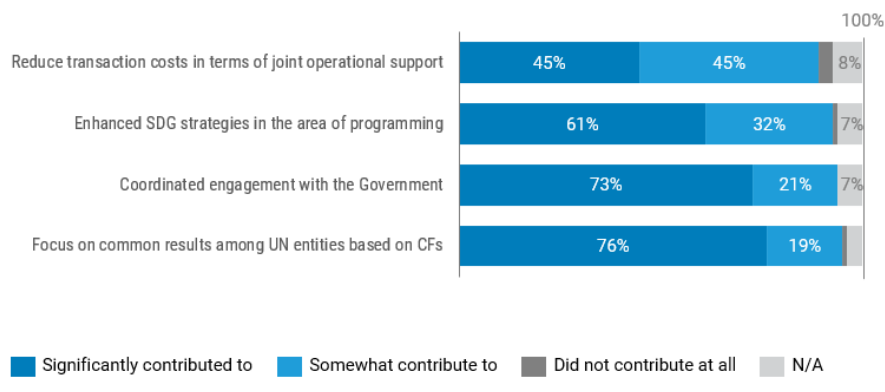
60. **However, much more needs to be done.** Fostering stronger collective partnership approaches can be the key for effective solutions at scale. There is a clear need for strengthening RC system communities of practice to share knowledge and experience around building on the strengths and expertise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

V. Mobilizing funding and leveraging financing: Joint resource mobilization to advance the SDGs

61. **Transformative change and just transitions for sustainable development require financial investments at speed and scale.** The DCO-hosted [Joint SDG Fund](#) has been instrumental in providing UNCTs with catalytic funding to enable integrated SDG programming and financing solutions. In 2022, the Fund developed a new Development Emergency modality, swiftly funding 85 UNCTs to support countries to address the global cost-of-living crisis following the war in Ukraine - \$30million dedicated to strengthen resilience in 42 SIDS. In the **Dominican Republic**, a municipal-level care policy pilot was implemented and scaled, informing the development of a national care system. In the **Maldives**, it enabled a UNCT diagnostic assessment with the central bank to devise insurance and risk transfer solutions against climate change and other disasters.
62. **There was also steady progress in the final phase of implementation of joint programmes on [integrated social protection](#) and SDG financing strategies** – reaching over 188million people, supporting Integrated National Financing Frameworks (INFFs) implementation led by UNDP in 69 countries, and devising new public-private partnerships. The programmes enabled the development of a “Blu-X” sustainable financing platform in **Cabo Verde** that raised over \$26million for the SDGs and created a digital marketplace for youth and women-led businesses; a climate public expenditure review in **Jordan**, the first of its kind in the region, involving the Amman Stock Exchange and private sector to institutionalize sustainability reporting and SDG impact management for businesses; and a financing strategy for **Timor-Leste** to mobilize \$2.5 billion by 2025 through public financing reform
63. **Since its establishment in 2019, the Fund has made over \$260million in financial commitments to 119 UNCTs including in MCOs, involving 31 UN entities. This catalyzed additional investments of \$2.3 billion over the years, indicating a financial leverage of \$9.70 for every \$1 invested in the Fund’s portfolios,** primarily through new SDG bonds, but also policy scale-ups supported by UNCTs under RC leadership. For instance, two series of SDG bonds issued in **Indonesia** since 2021 have raised over \$790million from global and local markets, the first enabling vaccinations of over 30million children, scholarships for 11million students and setting-up of over 2,100 wireless communication systems in remote areas of the country. Similarly, in [North Macedonia](#), the UNCT supported the establishment of a new blended finance mechanism, the [Green Financing Facility](#), together with the Government, the European Bank for Reconstruction and Development (EBRD) and local private banks, mobilizing \$46million for renewable energy and energy efficiency solutions for small and medium-size enterprises and underserved households. In [Zimbabwe](#), a \$10million renewable energy fund was matched by capital from a leading African investment management group to fund small renewable energy projects.
64. **The [system-wide evaluation of the Joint SDG Fund](#) concluded the Fund was ‘living-up to its strategic intentions’ by supporting new types of joint programmes and building partnerships with non-traditional stakeholders, and highlighted the strategic role played by RCs in the programme design phase to unlock the Fund’s resources.** It noted however the need to better leverage Development Finance Assessments and INFFs for analysis of SDG financing opportunities and a mixed UNCT understanding of the RC’s role during the programme implementation phase. Going forward, the Fund aims to enable programmes to support food systems, education, digitalization, decent jobs and social protection, climate action and energy transitions, and SDG localization, working closely with relevant UN entities and partners. In line with the evaluation recommendations, DCO’s role within the Fund will be strengthened to ensure more celerity in the Fund’s operations and even stronger and more systematic linkages with the RC system.

65. **Mobilizing resources will be a critical challenge.** In 2022, the annual contributions to the Joint SDG Fund decreased to \$31.1million, compared to \$79million in 2021. Without full capitalization, the Fund will not be able to wholly serve as engine for SDG acceleration and critical enabler of UN joint actions in countries. The evaluation called for Member States to ensure the Fund’s replenishment at \$290million per year, so that it can continue living-up to its potential in supporting effective integration of UNCT support at scale.

Resident Coordinators’ assessment of Joint SDG Fund contributions to UN development system coordination in 2022



Source: Joint SDG Fund Resident Coordinator Survey 2022

66. **RCs, at times leveraging their humanitarian hat, also played a systematic role in leading UN submissions to access resources from other global pooled funds.** For example, \$20million were mobilized from the CERF to respond to the impact of the earthquake, cholera and violence in [Haiti](#); \$16million to respond to economic disruption and displacement in [Burkina Faso](#); and \$1.7million to support **Vanuatu** following cyclones in 2022. In **Guinea**, the RC obtained PBF support for women’s and youth’s empowerment, promotion of social cohesion, reconciliation, and transitional justice. In **Ecuador** the RC helped to identify entry points for a PBF immediate response to supports citizen participation in the June 2023 general elections.

67. **RCs also played an important role in establishing country-level SDG pooled funds** to complement global ones to incentivize UNCT joint programming and implementation of Cooperation Frameworks. In **Uzbekistan**, the RC supported the Swiss and Uzbekistan Governments in establishing the Ishonch Vision 2030 Fund for the restitution of assets forfeited in criminal proceedings that capitalized an initial \$131million for development priorities. The [Montenegro SDG Acceleration Fund](#) backing the new Cooperation Framework pooled over €2.5million so far, including €1million from the Government. In [Uruguay](#), the RC facilitated a joint programme led by UNIDO with UNDP and UN-Women, to establish a [Renewable Energy Innovation Fund](#) to support the country’s energy transition.

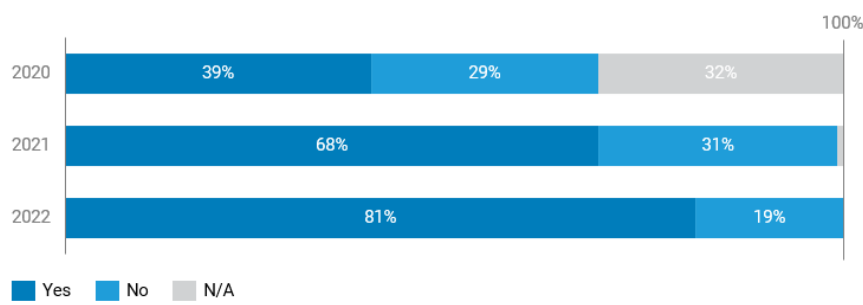
68. **Yet, country-level pooled funds still do not have sufficient capitalization to incentivize collective action at scale.** There are currently 28 such funds globally (42% in Africa) – 6 established in 2022; 35% of them are supported by a single donor. Effective resource mobilization also requires improvement in developing Funding Frameworks, but 42% of UNCTs with a Cooperation Framework have not yet developed one and only 33% have resource mobilization strategies. Persisting obstacles in this respect include the constrained funding environment, and insufficient buy-in for pooled funding as opposed to earmarking. Overcoming these challenges is essential to realize the full ambition of the reforms and the Funding Compact.

VI. Communicating and reporting on results: RC system accountability and transparency

69. **Development coordination helped ensure a united voice for the UNDS**, supported by the network of 86 RCO communications officers and 44 RCO-integrated DGC UN Information Centres (UNICs) working alongside UN communications groups. The proportion of RCOs with joint communications strategies soared from 39% in 2020 to 81% in 2022 (see figure), strengthening system-wide and strategic communications for the SDGs, increasingly aligned to Cooperation Frameworks and the UN Global Communications Strategy. 72% of UNCTs reported that improved joint communications and advocacy better positions the UNCT's work in countries.⁹ The strategic collaboration with DGC has been pivotal and mutually beneficial, including through temporary crisis surge communications capacity for RCs and UNCTs, as in **Ukraine** and **Syria**.

Resident Coordinator's Office response to:

Do you have a Joint Communications Strategy for the UNCT?



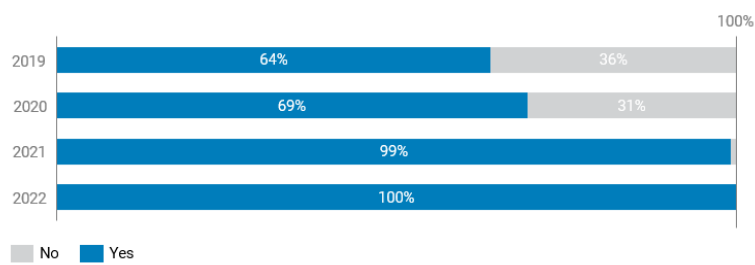
Source: UNINFO IMS survey, 2022

70. **RCs and RCOs have been instrumental in supporting joint communications to counter hate speech.** In [Costa Rica](#), an awareness raising initiative led to a National Plan of Action and a National Observatory, and was nominated among the finalists of the [AMEC 2022 Award for Global Effectiveness of Communication](#). In [Kenya](#), an innovative, high-tech consortium was created to support real-time tracking of hate speech, while RCs across the **Western Balkans** – [Albania](#), Bosnia and Herzegovina, North Macedonia, Serbia and Kosovo¹⁰ – unlocked PBF funding for joint programming by UNDP, UNFPA, UNESCO and UN-Women to promote fact-based narratives. In **Sri Lanka**, tracking and hate-speech monitoring helped to combat the ripple effects of the country's recent economic crisis.

71. **DCO continued to strengthen transparency and accountability for results of the RC system and the UNDS.** In 2022, a revised **RC system results framework** was produced and reported against (see Annex 2). All 132 RCOs produced the annual [UN Country Results Report](#), working closely with the UNCTs, and enhanced outreach efforts: 78% of host Governments said they received the report in 2022, against 63% the year before.¹¹ New websites came online including the [DCO website](#), the [Common Premises platform](#) and the [Efficiency dashboard](#), complementing the [UNSDG Data Portal](#) launched in 2021, the 132 [UNCT websites](#) covering over 33 languages and the global [UNSDG website](#) in all official languages.

Resident Coordinator's Office response to:

Did the UNCT produce an annual UN Country Results Report on joint UN results covering last year (or part of the last year)?



Source: UNINFO IMS Survey, 2022

72. **Most of these online tools are supported by the DCO-managed UNINFO platform**, which enables one entry point to critical data from across the UNDS, streamlining information and building efficiencies. For example, the new [UNSDG Data Portal](#) is the result of the re-engineering of 14 pre-reform platforms serviced

⁹ DESA survey of UNCTs, 2022

¹⁰ All references to Kosovo in this document should be understood to be in the context of United Nations Security Council resolution 1244 (1999).

¹¹ DESA surveys of host governments, 2022.

by external vendors, avoiding costs of approximately \$2.4million. However, UNINFO remains a work in progress: further UNSDG engagement is essential to ensure data completion, quality, and interoperability with other platforms, and the speed of new platform improvements is affected by DCO funding constraints.

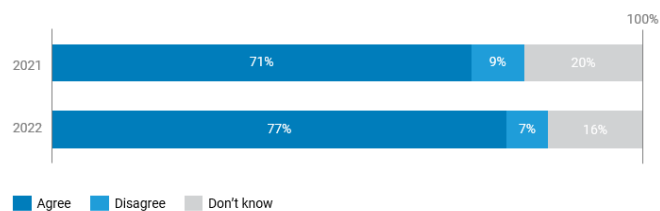
73. Aggregated results for 2022 from UNSDG members are captured on the ECOSOC website in a snapshot of system-wide results, as done since 2021 per A/RES/72/279, OP28(a). **A new UNSDG Output Indicator Framework for Cooperation Frameworks agreed in 2022** will be a significant step forward in providing evidence of the UNDS contribution to the SDGs, drawing from 500+ commonly agreed indicators and methodologies, with results and products accessible via the [UNSDG Data Portal](#). All UNCTs are expected to use the framework for reporting on 2023 results next year, but results snapshots from 19 UNCTs are already available on the [Portal](#) this year.

VII. Building efficiencies: the work of the RC system

74. **In 2022, the RC system concluded its operational service transition from UNDP to the UN Secretariat, generating savings amounting to an estimated \$3.4million in 2022 (nearly \$10M cumulatively since 2020).** These included cost reductions through purchase of vehicles in 71% of field locations – 21% of them either hybrid or electric – avoiding car-rental costs while committing to sustainability. There has been continuous review and risk-informed planning with DOS and UN Secretariat global and regional service providers (UNON, UNGSC, ECLAC, ESCAP, ESCWA and UNOG) to ensure effective service provision to clients. The use of the UN Secretariat enterprise resource planning platforms to conduct all business processes of the RC system was enabled for the first time in 2022, together with the full implementation of the Secretary-General’s delegation of authority to RCs and DCO for management of financial and human resources, procurement, travel and property.
75. **The RC system was also a crucial component of efficiencies gained through the transformation of UNDS services. Serving as the secretariat for the UNSDG Business Innovation Group (BIG), DCO has deployed \$11.5m since 2019 in specialized capacities and other resources to advance work-streams related to Business Operations Strategies, Common Back Offices and Common Premises.** These efforts are paying off, with system-wide cost-efficiencies estimated at around \$405million – an increase of 47% from \$275million, as detailed in the Secretary-General’s report on QCPR. DCO also supported the BIG in revising the Efficiency Roadmap moving forward (2022-2024), course-correcting all workstreams focusing on potential high-volume areas for accelerating gains. It provided critical design support for the first batch of Common Back Offices in 6 countries (Kenya, Brazil, Senegal, Viet Nam, Jordan, Tanzania). It offered essential support to the annual updates of country-level business operations, to address effectiveness through high-impact common services, such as renewable energy use, gender-responsive procurement, and disability inclusion and accessibility. DCO also supported the BIG’s introduction of hybrid work model space guidelines to ensure efficient and cost-effective use of space and premises.

76. **RCs increasingly stepped up to lead on cost efficiencies, advancing BOS implementation, common premises and shared services, as in [Togo](#), [Antigua and Barbuda](#), [St. Vincent and the Grenadines](#), and [Fiji](#), among many.** In addition, RCs are leading the way in shifting towards greener solutions, such as a solar-powered UN House in [Timor Leste](#). Host governments are increasingly appreciative of RCs’ efforts in minimizing duplication (see figure).

Host country Governments’ response to:
The Resident Coordinator helps to minimize duplication of efforts among UN agencies, ensuring the efficient use of resources:



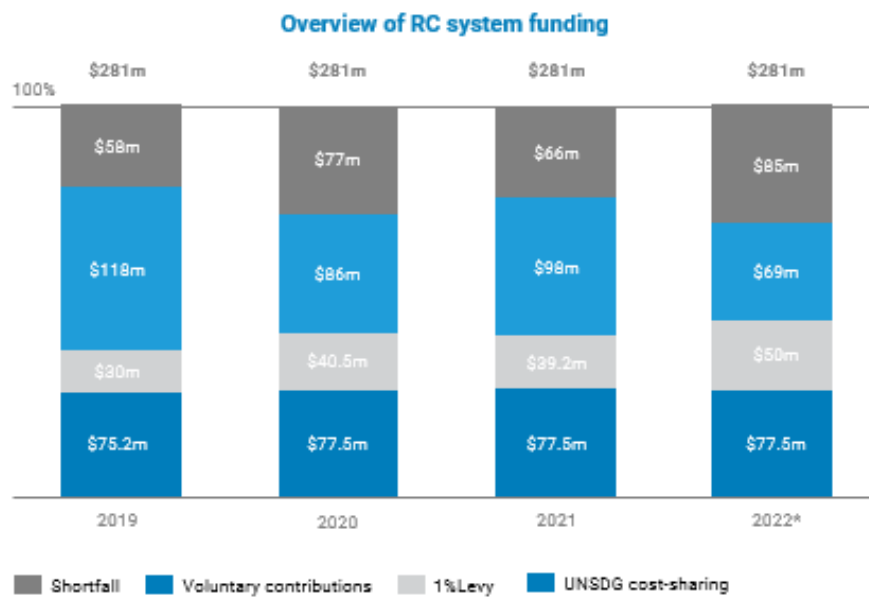
Source: DESA survey of host country Governments, 2022

77. **Nevertheless, sustained progress requires targeting more investments to common premises initiative, strengthening UNDS capacities across the system for common back offices (including to reduce lengthy approval timelines in some entities) and continued leadership by each UNSDG Principal to ensure buy-**

in by entities' workforce. There is strengthened UNSDG commitment, which should be celebrated. DCO was however forced to significantly scale back its support to BIG due to funding challenges.

VIII. Funding of the RC system

78. **The agreed budget of \$281million for the RC system is a critical minimum investment that stems from a careful analysis of the functions needed for effective development coordination.** Of the total spending in development activities by UN entities, it represents approximately 1.7% only (and less than 1% if humanitarian spending is considered). In addition, the RC system has continued to prove its value as a strategic investment to maximize the impact of development responses worldwide. Nonetheless, the SPTF voluntary contributions component of \$154million has remained perpetually underfunded, in contrast to the good performance of the UNSDG cost-sharing (\$77.5M) and increasing revenues from the 1% levy on tightly-earmarked funding (\$50million in 2022¹²).



Source: DCO, 2023
 *2022: the levy amount represents a projection, pending finalization in May 2023; variance in voluntary contributions may occur due to exchange rates when contributions were received.

79. **Despite significant commitments by Member States, in 2022 the SPTF faced the largest funding gap to date.** Voluntary contributions totaled merely \$69million, leaving a gap of \$85million; only 27 donors contributed (including three G-77 countries¹³), down from 28 in 2021. This is the lowest number of contributors since the establishment of the RC system. In addition, three of the nine multiyear agreements running through 2022 concluded. As of April 2023, only 11 Member States made firm commitments, and funding was disbursed by just 7. This translated into a significant liquidity crunch halfway through 2022, when the RC system was fully capacitated and emerging from the pandemic set-up that allowed reduced operational costs.

80. **DCO enacted several cost-control measures for 2022** designed to immediately reduce expenses and mitigate the bearing of this unprecedented funding gap, while carefully minimizing impact on field operations and core staffing capacity. These measures included temporary freezing of select vacancies; reductions in provisional consultancies and short-term thematic contracting of capacities; cutbacks in DCO regional teams support to RCOs; and down-sizing of the country-level Coordination Fund, which is vital for convening and spearheading UNCTs' and partners' initiatives on the ground. Unless adequate, predictable and sustainable funding for the RC system is provided, these measures are expected to continue, and expand, in 2023.

¹² The vast majority of Member States have opted for the agency-administered option, with the exception of the European Union, Iceland and Sweden, who have selected the donor-administered option providing predictability, as originally envisaged when the levy was created.

¹³ Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Iceland, Ireland, Italy, Liechtenstein, Luxembourg, Netherlands, New Zealand, Norway, Philippines, Portugal, RoK, Slovenia, Spain, Sweden, Switzerland, Timor-Leste, UAE, UK, US.

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

IX. Conclusion

82. **We have indisputable evidence from the past four years that the new RC system is yielding returns on investment, effectively delivering impact at scale.** In 2023, we will need to continue to build on these achievements, keeping ambitions high. Sustainable development remains the best solution to the world's multiple crises.
83. **Reforms have placed us on a much stronger footing to help countries accelerate action,** enabling the catalytic transitions needed for transformational change and the adjustments needed to realign financing for development. The SDG Summit in September 2023 will offer an opportunity to take stock, accelerate transitions and power economies to deliver on the SDGs. The role of the RC system as convenor and neutral arbiter at the country level is key in this regard.
84. **We will continue to strengthen the RC system capacity to advance integrated, country-contextualized policy responses in transformative areas.** We will do so by improving the quality of CCAs, to be even more forward-looking and integrate analysis of pathways of change towards accelerating the momentum for SDG achievement. We will gear Cooperation Frameworks more towards economic transformation with an emphasis on green and just development pathways. And we will further strengthen RC system capacity to draw from the expertise of all UN entities and partners, and to leverage SDG financing.
85. **With adequate funding, we will continue to maximize the gains we made, together, in investing in a reinvigorated coordination system for development.** The UNDS ability to work together effectively and deliver on the promise of the 2030 Agenda is at stake.

Annex I Overview of resources of the RC system special purpose trust fund

Overview of expenditures for 2022

The tables below provide information on the 2022 expenditures under the Special Purpose Trust Fund against the budgeted resources for the year. **By March 2023, only \$189 million in funding were received against the \$281.8million budget for 2022, i.e. only 67% of the required budget.**

In 2022, 63% (or \$177million) of the \$281million budget was allocated for post costs. In terms of actual expenditure, 84% (or \$121million) was incurred for the RCs and RCO staff, who made up 91% of the RC system's SPTF-funded staff in 2022. At country level, there was a total of **1,141 core staff, including 130 RCs**. At regional level, there was a total of **35 staff in the DCO regional teams** for Africa, Arab States, Asia and the Pacific, Europe and Central Asia, and Latin America and the Caribbean. At global level, there were **77 staff** in the New York-based DCO team (includes Executive Director and Management, Global Coordination, and Programme Support, as presented in Table 3).

The remaining 37% of the budget covered non-post costs. This included operating expenses (12%), contractual services (11%), consultants (7%), other staff costs (2%), travel (3%), supplies (1%), hospitality (0.5%) furniture and equipment (0.5%). It should be noted that 67% of budget lines for consultants and contractual services is allocated for the Coordination Fund¹⁴. While the Coordination Fund is established at a ceiling of \$35 million each year, due to funding shortfalls, only \$22.2 million was available for the Coordination Fund in 2022.

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

Table 1
Financial resources by component

(Thousands of United States dollars)

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

¹⁴ GA res. 72/279, op 10. Based on Secretary-General's report A/72/684-E/2018/7, para 81.

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

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

Table 3
Post resources by component for 2022
(Number of posts)

	<i>Professional and higher</i>								<i>General Service and related</i>		<i>National staff</i>		<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>National Professional Officer</i>		<i>Local level</i>
A. Executive direction and management	–	1	1	–	3	4	2	–	11	2	1	–	–	14
B. Programme of work														
1. Global coordination	–	–	–	2	10	16	12	–	40	–	3	–	–	43
2. Regional coordination	–	–	5	–	8	11	5	–	29	–	–	–	6	35
3. Country coordination	–	2	34	82	87	124	2	–	331	–	–	414	396	1141
Subtotal, B	–	2	39	84	105	151	19	–	400	–	3	414	402	1219
C. Programme support	–	–	–	1	3	7	2	–	13	6	1	–	–	20
Total	–	3	40	85	111	162	23	–	424	8	5	414	402	1253

Estimated and proposed financial requirements for 2023

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

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

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

Table 4
Financial resources by component
(Thousands of United States dollars)

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

Table 5
Financial resources by object of expenditure
(Thousands of United States dollars)

<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	144,543.4	177,338.0	(8,304.8)	(4.7)	169,033.2
Non-post	81,091.4	104,488.4	8,304.8	7.9	112,793.2
Total	225,634.8	281,826.4	–	–	281,826.4

Locally Mobilized Resources

In 2022, a dedicated trust fund was established by DCO to account for earmarked contributions received at country level for activities financed by third parties for functions that go beyond the core focus of the special purpose trust fund. Such additional support functions include Advisors, such as Peace and Development Advisors, Human Rights Advisors, Electoral Officers, or country-level Pooled Fund managers. A budget of \$9.2million was established for 2022, reflecting 2021 expenditure levels; the actual revenue recorded for 2022 was \$3.4million, with an additional \$4.8 million in commitments received for future years. Accordingly, the RC system has planned for a similar level (\$9.2million) of locally mobilized resources in 2023.

Annex II

RC system Results Framework

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

The Resident Coordinator system includes Resident Coordinators (RCs) and their offices (RCOs) at the country level, and the Development Coordination Office (DCO). The RC system aims to ensure that the UN development system works together more effectively, efficiently and transparently, in support of national efforts to advance the 2030 Agenda and achieve the Sustainable Development Goals (SDGs). In line with General Assembly resolutions 72/279 on the repositioning of the UN development system, 75/233 (also known as the 2020 QCPR), and 76/4 on the review of the Resident Coordinator system, as well as ECOSOC resolutions following the annual Segment on Operational Activities for Development, the Resident Coordinator is the highest-ranking representative of the UN development system tasked to lead UN country teams (UNCTs)¹⁵. The strengthened focus on independent, impartial and empowered coordination¹⁶ leadership provided through the Resident Coordinator system is therefore a means to an end.

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

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

The following is the response compliance in 2022 for these data sources:

- DESA survey of Resident Coordinators: 95% (2022) vs. 92% (2021)
- DESA survey of host country Governments: 66% (2022) vs. 72% (2021)
- DESA survey of UN development system (UNDS) entities' headquarters: 81% (2022) vs. 78% (2021)
- DESA survey of UNCTs: 38% (2022) vs. 34% (2021)
- UNINFO – UNSDG Information Management System (IMS) survey: 100% RCOs (2022 and 2021)

¹⁵ A/RES/72/279, OP 9.

¹⁶ A/RES/72/279, OP 8.

Objective 1 – RC System Leadership

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

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	Source
1.1.1 Diverse and effective RCs with profiles and skillsets tailored to the needs of countries	% of RCs				DCO
	- from programme countries	46%	58%	49%	
	- who are women	50%	50%	50%	
		(2019)			
	% of RCs ad interim in post	18%	10%	11%	DCO
		(2019)			
	% of host governments agreeing the RC has the right profile and skillsets to support their country's development (strongly agree and agree)	78%	95%	90%	DESA Gov Survey
		(2019)			
	% of host Governments stating that the Resident Coordinator effectively leads the UN country team's strategic support for national plans and priorities in (strongly agree and agree)				
	• LDCs	86%	90%	88%	DESA Gov Survey
	• LLDCs	77%	90%	88%	
	• SIDS	70%	90%	86%	
	• MICs	80%	90%	94%	
1.1.2 Effective RCO capacities in support of UN development system efforts and impact in country	% of RCOs fully staffed with core professional capacities	77%	90%	70%	DCO
		(2021)			
	% of RCOs that rate the support on DCO-led networks for knowledge sharing as 'good' in quality	49%	75%	63%	UNINFO IMS
		(2020)			
	% of UNCTs that rate the support by the RCO as "very effective" or "somewhat effective"	(2021)			DESA UNCT Survey
	• Strategic planning	90%	92%	90%	
	• Economic analysis and solutions	66%	92%	62%	
	• Data and results reporting	84%	92%	86%	
	• Communications and advocacy	87%	92%	87%	
	• Partnerships and Resource Mobilization	71%	92%	77%	
1.1.3 Management and Accountability Framework implemented	% of host Governments agreeing that, compared to before the reform, the RC displays strengthened or increased impartiality vis-à-vis UN entities (to a moderate and great extent)	59%	90%	80%	DESA Gov Survey
		(2019)			

	Rating of RCs' performance by UNCT members (on a scale from 1 to 7) ¹⁷	5.8 (2020)	6	5.9	DCO
	% of RCs and UNCTs that state that the implementation of the MAF has improved in the last year (strongly agree and agree)				DESA RC/UNCT Surveys
	• RCs	84% (2021)	90%	84%	
	• UNCTs	87% (2021)	90%	80%	
1.1.4 Effective DCO support services provided to the UN development system	% of UNSDG members that state DCO has effectively supported the entity's engagement with the UNSDG (strongly agree or agree)	86% (2021)	100%	90%	DESA UNDS HQ Survey
	% of relevant UNSDG members reporting that they complete the reform checklist and share with their governing body annually	N/A (new)	100%	-	DCO

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

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

¹⁷ Based on [RC Leadership Profile](#) values, attributes, knowledge and competencies, including leading change, facilitating collective action, analyzing and identifying pathways for impact in complex environments, building trust, fostering innovation and driving results, with 1 meaning: almost never, and 7: always.

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

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

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	Source
2.1.1 Enhanced capacities for high quality SDG analysis and tailored programming responses	% of Common Country Analysis that were updated in the last year	80% (2021)	95%	72%	DCO
	Average number of the following UNDS entities that are signatories of Cooperation Frameworks:	(2021)			UNINFO IMS
	- Entities with non-physical presence	5.1	7	5	
	- Specialized agencies	5.1	7	5.4	
	% of host Governments stating that the Cooperation Framework is aligned to their country's development needs and priorities (very closely and closely)	92% (2019)	95%	92%	DESA Gov Survey
% of host Governments considering UN configuration in country to be adequately tailored to their needs and challenges (strongly agree and agree)	86% (2019)	90%	87%	DESA Gov Survey	
% of Cooperation Frameworks/UNDAFs that include cross-border initiatives	57% (2021)	67%	56%	UNINFO IMS	
2.1.2 Strengthened system-wide support to eradicate poverty and leave no-one behind	% of country-level joint programmes ¹⁸ in UNCTs addressing the following sectors/themes				UNINFO IMS
	a) Poverty reduction and basic services ¹⁹	a) 65% (2020)	90%	49%	
	b) Economic transformation and financing for development ²⁰	b) 16% (2020)	60%	23%	
	c) Gender equality and women's empowerment	c) 44% (2020)	80%	42%	
	d) Environmental sustainability ²¹ and disaster risk reduction	d) 17% (2021)	65%	13%	
	e) Leaving no-one behind ²²	e) 17% (2021)	65%	40%	
f) Human rights ²³	f) 11% (2021)	40%	20%		
2.1.3 Enhanced data-driven and innovative solutions	% of UNCTs providing data against agreed common indicators on the UN development system contribution to advancing the SDGs	N/A (new)	95%	15%	UNINFO IMS

¹⁸ A Joint Programme is anchored in an approved Cooperation Framework and contributes to catalytic change, linked to one or more Cooperation Framework outcomes, country priorities and SDGs through more coherent and cross-sectoral approaches involving two or more UN entities in the UN country team, regardless of whether they are physically present or not (see also [Guidance Note on a New Generation of Joint Programmes](#), DCO, 2022).

¹⁹ Includes joint programmes for poverty eradication, zero hunger, good health and wellbeing, quality education, clean water and sanitation, and decent work.

²⁰ Includes joint programmes for development finance, economic policy support, industry, innovation and infrastructure, sustainable cities, and responsible consumption and production.

²¹ Includes joint programmes for affordable and clean energy, climate action, life below water and life on land.

²² Includes joint programmes for youth engagement, disability inclusion, indigenous people and other people in vulnerable situations.

²³ In line with A/RES/75/233, OP 28.

% of RCOs reporting that use of innovative approaches ²⁴ led to higher UNCT performance ²⁵	38% (2020)	60%	42%	DCO
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Outcome 2.2: The RC system fosters strategic partnerships to enable integrated support for sustainable and predictable funding for the Cooperation Framework and SDG financing.

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	Source
2.2.1 Strengthened partnerships for SDG implementation and financing at all levels	% of UNCTs that have IFI members/observers: <ul style="list-style-type: none"> World Bank IMF 	(2021) 44% 21%	60% 40%	45% 24%	UNINFO IMS
	% of UNCTs that have entered into a formal partnership ²⁶ with the private sector	65% (2021)	80%	60%	UNINFO IMS
2.2.2 Enhanced national SDG financing capacities	% of UNCTs that provided support to Governments that requested the design and implementation of a national SDG financing strategy	79% (2021)	95%	97%	UNINFO IMS
	% of Cooperation Frameworks developed in the last year with a multi-year funding framework	18% (2020)	90%	32%	UNINFO IMS
2.2.3 Increased collective funding initiatives for UN integrated support to countries	% of UNCTs with a joint funding/resource mobilization strategy	28% (2021)	50%	31%	UNINFO IMS
	% of UNCTs that successfully mobilized under RC leadership resources from global pooled funds	85% (2021)	90%	82%	UNINFO IMS

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

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	Source
2.3.1 Strengthened synergies across development, humanitarian,	% of host Governments (where there is a multi-hatted RC) agreeing that the RC displayed strengthened ability to serve as an entry point for easy access to UN offer/ expertise across the UN system (strongly agree and agree)	62% (2019)	85%	82%	DESA Gov Survey

²⁴ Innovative approaches span from behavioral shifts to technological solutions. The currently available measure of innovative approaches refers to AI, machine learning, behavioral science, big data, crowdsourcing, futures and foresight, gamification, mobile feedback mechanism, portfolio sensemaking, and real time monitoring.

²⁵ Defined as higher effectiveness, efficiency and/or utility for beneficiaries.

²⁶ Defined by Memorandum of Understanding or similar agreements.

and peacebuilding interventions	% of UNCTs in mission settings that have a joint mission-UNCT structure/mechanism in place	56% (2021)	85%	84%	UNINFO IMS
	% of UN Country Teams that undertake with humanitarian actors, as relevant:				
	- Joint needs analysis	56% (2020)	65%	61%	UNINFO IMS
	- Complementary and joined-up planning	26% (2021)	65%	40%	UNINFO IMS

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

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	Source
2.4.1 Joint dialogues with Governments to identify priorities and ensure effective UN response	% UNCTs with a Joint National-UN Steering Committee that met at least once in the last 12 months	64% (2020)	95%	82%	UNINFO IMS
2.4.2 Inclusive consultations and feedback loops with other development partners	% of Cooperation Frameworks in the last year prepared in consultation with:				UNINFO IMS
	1. Parliamentarians	1. 53% 2020)	1. 60%	1. 22%	
	2. Civil society	2. 87% (2020)	2. 95%	2. 89%	
	3. Private sector	3. 77% (2020)	3. 90%	3. 68%	
	4. Universities/Academia	4. 63% (2020)	4. 70%	4. 51%	
	5. Development partners (bilateral and multilateral donors)	5. 67% (2020)	5. 90%	5. 89%	
	6. Women and girls	6. 29% (2021)	6. 95%	6. 70%	
	7. Youth	7. 46% (2021)	7. 80%	7. 70%	
	8. Persons with disabilities	8. 18% (2021)	8. 70%	8. 54%	
	9. Indigenous peoples	9. 14% (2021)	9. 20%	9. 19%	

Objective 3 – Management of the RC system

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

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	Source
3.1.1 Strengthened resource mobilization to secure a sustainable funding base	Total funding raised for the RC system (annually)	\$223 million (annual) (2019)	\$281 million (annual)	\$196 million	DCO
	- Voluntary contributions				
	- 1% levy				

	- UNSDG cost-sharing				
	# of Member State contributors to the SPTF (annually)	34 (2019)	55	27	DCO
	# of Member States committed to multi-year contribution to SPTF	10 (2019)	30	9	DCO
3.1.2 Effective and results-based management of the Special Purpose Trust Fund (SPTF) for the RC system	% of SPTF annual utilization rate	78% (2019)	90%	80%	DCO
	Cash reserve balance at the end of the year	15% of budget reserve (2021)	15% of budget reserve	0%	DCO
3.1.3 Accountable management planning and governance	% of audit and evaluation recommendations addressed to DCO implemented by due date	32% (2021)	70%	43%	DCO

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

<i>Corporate Output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 Target</i>	<i>2022 Results</i>	<i>Source</i>
3.2.1 Quality services provided to RCs and RCOs	% of RCOs that rate day-to-day support for RC/RCO operations by DCO regional teams as “good” or “adequate”	92% (2021)	95%	92%	UNINFO IMS
	% of RCOs that rate the administrative/operational support provided by DCO team in New York as “good” or “adequate”	80% (2021)	95%	86%	UNINFO IMS
3.2.3 Strengthened enabling environment for the RC system	# of host country agreements in place for RCOs and DCO	90 (2021)	138	104	DCO
	# of RCOs maintaining an updated Business Continuity Plan	130 (2020)	131	131	DCO
3.2.2 Effective human resources management that meets the needs of the RC system	% of regular recruitments completed within the target time frame (120-days)	70% (2021)	95%	62%	DCO

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

<i>Corporate Output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 Target</i>	<i>2022 Results</i>	<i>Source</i>
3.3.1 Saved resources through system-wide efficiencies	Cost-efficiencies accrued from system-wide and entity-specific reform initiatives (total)	\$90million (2019)	\$310million	\$405million	DCO

3.3.2 Business Operations Strategies (BOS) implemented and monitored	% of UNCTs annually monitoring and updating BOS	60% (2020)	100%	95%	DCO
3.3.3 Back-office functions consolidated into Common Back-offices at country level	# of Common back-offices designed and approved following the reform	0 (2019)	50	0	DCO
3.3.4 Premises consolidated into Common Premises , effectively and efficiently	% of all UN premises that are Common Premises	19% (2019)	50%	30%	DCO

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

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