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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*

Four years ago, Member States agreed on a comprehensive reform to unite the United Nations development system behind a collective commitment to advance the 2030 Agenda for Sustainable Development. Despite a complex global context, the returns on investments in coordination are tangible. Programme countries, contributing countries and the members of the United Nations development system acknowledge the value of reforms, with the pivotal role of the reinvigorated resident coordinator system leading a new generation of United Nations country teams. The positive impact was also borne out by the review of the resident coordinator system by the General Assembly in 2021.

Under stronger and impartial leadership at all levels, the United Nations development system continued to respond to the coronavirus disease (COVID-19) in 2021: 92 per cent of host Governments said resident coordinators ensured a coherent United Nations response to the health, humanitarian and socioeconomic impacts of the pandemic in 2021. A system-wide evaluation of the response by the development system to the pandemic indicated a clear linkage between reform of the system and programmatic coherence. Overall, 89 per cent of host Governments reported that resident coordinators effectively led strategic support by United Nations country teams for national plans and priorities in 2021, compared with 79 per cent at the time of the reform in 2019. For the first time, the Department of Economic and Social Affairs of the Secretariat also surveyed contributing countries: 81 per cent reported that United Nations entities worked more collaboratively together after the reform. Likewise, a first-time survey of country teams in 2021 revealed overall positive feedback on the effectiveness of support from the resident coordinator office, including strategic planning (90 per cent), communications and advocacy (87 per cent), data and results reporting (84 per cent), partnerships and resource mobilization (71 per cent) and analysis for economic transformation (66 per cent).



The present report provides an overview of both the achievements of the Development Coordination Office and the resident coordinator system and the challenges they faced, and complements the Secretary-General's report for 2022 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. For the second year, the present report includes a response to the request of Member States contained in General Assembly resolution [72/279](#) for reporting on the system-wide contribution to the achievement of the Sustainable Development Goals, with an update on the collective COVID-19 socioeconomic response. Responding to Assembly resolution [76/4](#), and through consultations with Member States, the report presents the first-ever multi-annual resident coordinator system results framework, which will help to track the impacts of the system, while bolstering transparency and accountability.

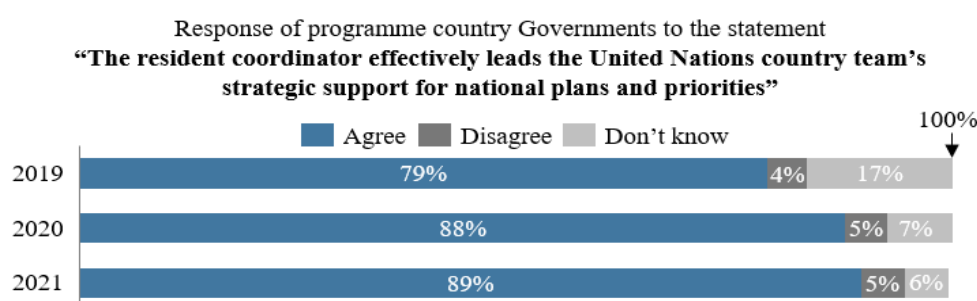
## I. Introduction

1. In 2018, Member States embarked on the most ambitious reform of the United Nations development system ever envisaged. Resident coordinators, under the leadership of the Secretary-General, were empowered to lead United Nations country teams in their support of countries' sustainable development objectives, backed by a strengthened Development Coordination Office in the Secretariat. In their review of the resident coordinator system in September 2021 (see General Assembly resolution 76/4), Member States were unequivocal in their support for the results achieved through the reform (see figure I). That was also the overwhelming feedback received in 2021 from the surveys of programme country Governments, resident coordinators, United Nations entities and, for the first time, country teams and contributing countries.

2. Four years on, the reinvigorated resident coordinator system, now fully staffed, operational and powered by a new generation of dynamic and diverse resident coordinators, has proved its worth, ensuring timely, coherent and effective United Nations support as developing countries continue to respond to the impacts of the pandemic amid increased global volatility.

Figure I

### Resident coordinator leadership of United Nations country teams



Source: Department of Economic and Social Affairs survey of programme country Governments, 2021.

3. In response to the resident coordinator system review, and in line with the quadrennial comprehensive policy review of operational activities for development, within the resident coordinator system efforts were intensified to strengthen resident coordinator leadership, deepen tools and platforms for integrated approaches and provide greater clarity on results achieved. As of March 2022, half of all resident coordinators were first-timers, serving as conduits of new mindsets and new ways of working and imbued with the spirit of reform. The review and finalization of the management and accountability framework enabled a further anchoring of the dual reporting model, which is central to the effective functioning of the resident coordinator system.

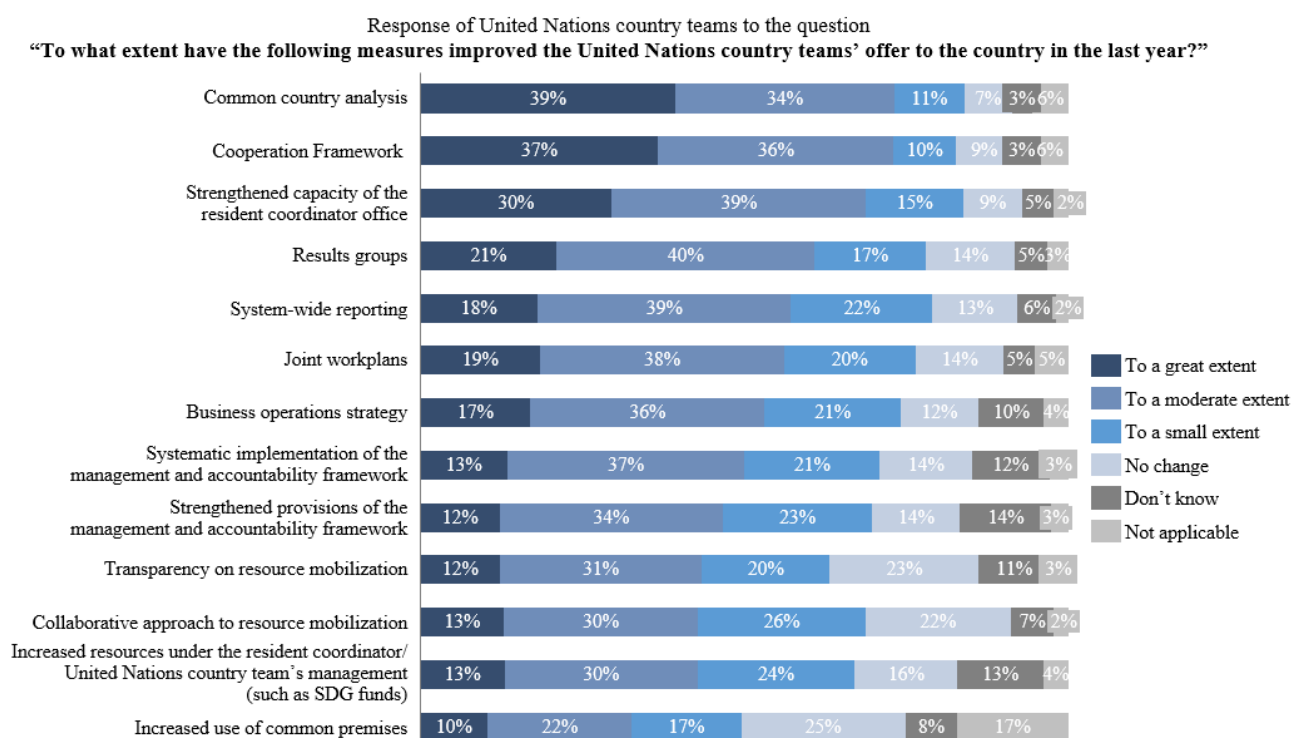
4. Throughout the COVID-19 pandemic, the resident coordinator system continued to serve as the first line of defence, guiding the United Nations development system's collective efforts and mobilizing a system-wide response that protected, supported and provided services to populations and countries, with the support of small teams. Resident coordinators facilitated United Nations support for equitable distribution of and access to vaccines, while combating vaccine disinformation. Support from the Development Coordination Office for occupational health and safety measures enabled United Nations entities and partners to stay and deliver. Enhanced coordination was also pivotal for a swift crisis response, with the achievement of the Sustainable Development Goals as the North Star. The resident coordinator system better harnessed the full expertise of the United Nations development system and other partners for sustainable development, including the international financial institutions, in Afghanistan, Burkina Faso, the Democratic Republic of the Congo, Haiti and Mali. The Barbados-based multi-country office resident coordinator

and its new national coordination officer bolstered the efforts of the United Nations country team for recovery ahead of the hurricane season, while helping to prevent the spread of COVID-19 after the volcanic eruption in Saint Vincent and the Grenadines in 2021.

5. The response of the United Nations development system has become more integrated and effective. New generation common country analyses and United Nations Sustainable Development Cooperation Frameworks are pushing United Nations country teams towards strengthened joint planning and programming under the leadership of resident coordinators, going beyond sectoral approaches and drawing better on expertise from across the system to help countries to address complex, interconnected challenges related to the Goals. As of January 2022, 52 per cent<sup>1</sup> of country teams had replaced the previous United Nations Development Assistance Frameworks with new Cooperation Frameworks, which increasingly deliver coherent, collective programming that is tailored to country settings and national priorities. All COVID-19 socioeconomic response plans are to be folded into Cooperation Frameworks or Development Assistance Frameworks as of 2022, through flexible joint work planning instruments for adaptive programme responses in changing development contexts. Among programme country Governments, 96 per cent indicate that Cooperation Frameworks enable United Nations responses to be better aligned with national priorities and advancement of the Goals, an increase of seven percentage points from 2019.<sup>2</sup> A new survey<sup>3</sup> found that country teams perceived better support and programmatic coherence from a full range of tools (see figure II).

Figure II

### Tools and measures that have improved the offer of the United Nations development system



Source: Department of Economic and Social Affairs survey of United Nations country teams, 2021.

6. The resident coordinator system at all levels, including the Development Coordination Office and its teams in five regions, also supported countries in raising

<sup>1</sup> United Nations Sustainable Development Group information management system, 2021.

<sup>2</sup> Department of Economic and Social Affairs survey of programme country Governments, 2021.

<sup>3</sup> Department of Economic and Social Affairs survey of United Nations country teams, 2021.

their ambitions and commitments made at global summits in 2021 on critical Sustainable Development Goal priorities. Analysis undertaken by the resident coordinator offices, convening and advocacy by resident coordinators and support from the Development Coordination Office to regional and cross-regional collaboration in the lead-up to and following the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change contributed to partnerships and solutions for climate change and energy transitions. Resident coordinators in 148 countries supported national convenors of dialogues ahead of the United Nations Food Systems Summit, bringing together a range of stakeholders from smallholder farmers, women, youth and indigenous peoples to academia and the private sector, along with all relevant United Nations entities, to inform 110 national pathways for sustainable food systems.

7. The resident coordinator system scaled up its commitment to full transparency and accountability while advancing efficiencies. Virtually all (99 per cent) of United Nations country teams presented results reports to national Governments in 2021. There are 132 country team websites available, covering more than 22 languages. In response to the request of Member States in the review of the resident coordinator system, a multi-annual results framework for the resident coordinator system was developed for the first time, through consultations with Member States (see annex II). The present report also includes, for the second year, annual reporting on system-wide contributions to the achievement of the Sustainable Development Goals, as mandated by the General Assembly in resolution 72/279, including an update on results achieved through the United Nations COVID-19 response.<sup>4</sup>

8. The resident coordinator system continued to advance the implementation of United Nations development system reform, including by supporting a renewed regional architecture and strengthened multi-country offices, and advancing the efficiency agenda; in 2021, all business operations strategies were rolled out ahead of the Secretary-General's 31 December deadline.

9. As Chair of the United Nations Sustainable Development Group, I remain committed to ensuring that the resident coordinator system continues to attract and retain the best talent, effectively guides a new generation of United Nations country teams and fully supports the United Nations development system as a whole in responding to the ambition of the 2030 Agenda. Crucial to our success will be the funding, in full, of the resident coordinator system, as Member States committed to in General Assembly resolution 76/4 on the review of the resident coordinator system. I count on leadership by Member States in that regard.

## **II. Leadership for sustainable development results: resident coordinator system capabilities for the Sustainable Development Goals and the coronavirus disease response**

### **A. Resident coordinator system leadership to lift United Nations country team support for the Sustainable Development Goals**

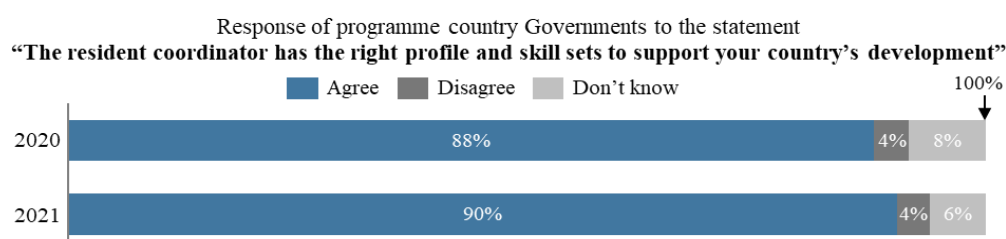
#### *Resident coordinators*

10. Ensuring that resident coordinators are equipped with the necessary skills and knowledge to exercise their empowered and impartial strategic leadership role effectively was a central target of the General Assembly review of the resident coordinator system. In 2021, the Development Coordination Office expanded its

<sup>4</sup> See "Measuring the UN contribution towards the SDGs: key results on the UN contribution to advance the SDGs, including through the socioeconomic response to COVID-19", available at <https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/2022/2022-UNSDG-Chair-Report-Annex3-System-Wide-results-Advanced-unedited-version.pdf>.

investments aimed at recruiting, managing, training and retaining the best talent, so as to attract individuals with experience from inside and outside the United Nations with a deeper understanding of managing complex, interlinked challenges in different contexts. Among programme country Governments, 90 per cent agreed in 2021 that resident coordinators had the right profile and skill sets to support their countries' development needs, compared with 88 per cent in 2020 (see figure III).

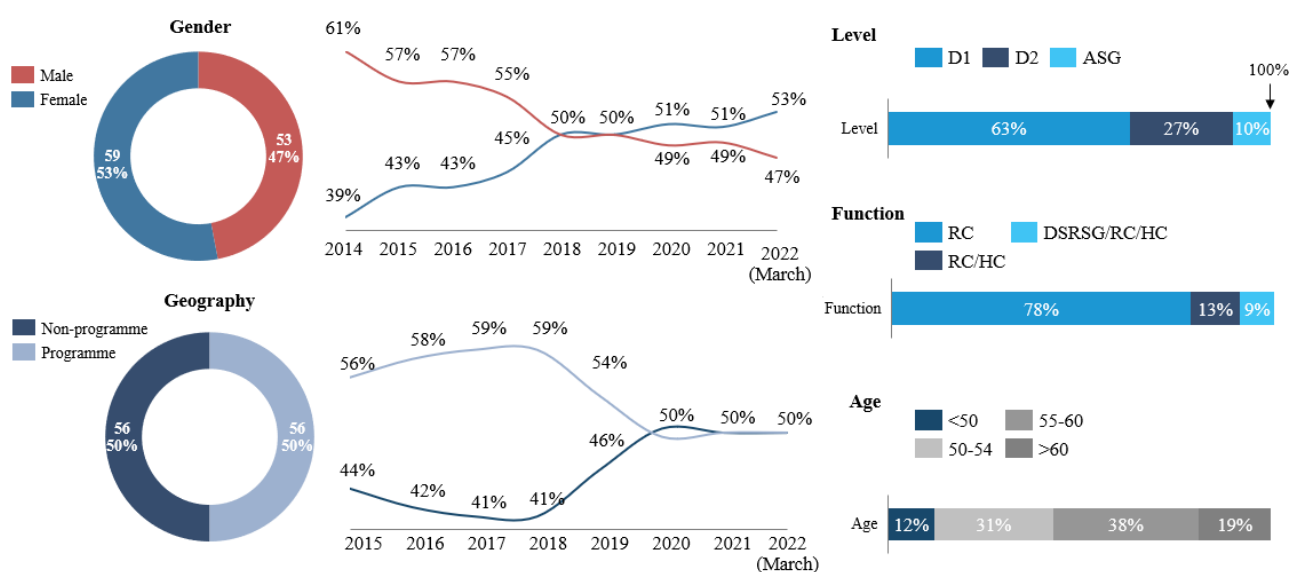
Figure III  
Resident Coordinator profiles and skill sets



Source: Department of Economic and Social Affairs survey of programme country Governments, 2021.

11. In 2021, resident coordinators were selected for 36 posts, including the first-ever resident coordinator in the new multi-country office for the North Pacific and in three positions as Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator in integrated mission settings. Gender balance continued to improve and geographic balance remained stable: in March 2022, 53 per cent of resident coordinators were female (compared with 50 per cent in 2019) and 50 per cent come from programme countries (46 per cent in 2019), representing 57 nationalities (which was the same as in 2019)<sup>5</sup> (see figure IV).

Figure IV  
Resident coordinator recruitment status



Source: Development Coordination office, March 2022.

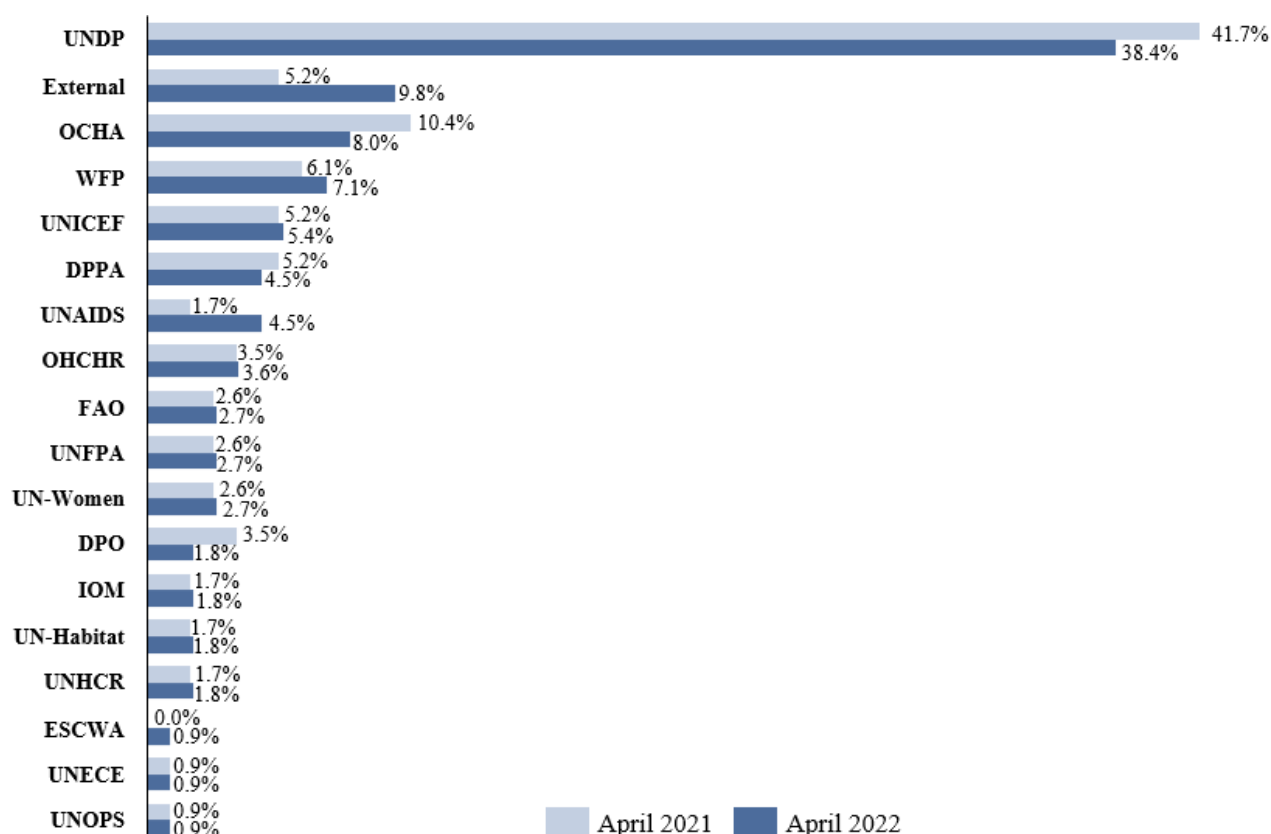
Abbreviations: ASG, Assistant Secretary-General; DSRSG, Deputy Special Representative of the Secretary-General; HC, humanitarian coordinator; RC, resident coordinator.

<sup>5</sup> For real-time data, see [https://data.uninfo.org/Home/\\_LBRCStatistics](https://data.uninfo.org/Home/_LBRCStatistics).

12. Diversity in the background and institutional origin of resident coordinators continued to improve, with an increase in candidates from outside the United Nations system (see figure V). Currently, resident coordinators come from 18 United Nations entities (compared with 16 in 2019) and 9 were external candidates (compared with 2 in 2019).

Figure V

## Resident coordinators by United Nations entity of origin



Source: Development Coordination Office, April 2022.

Abbreviations: DPO, Department of Peace Operations of the Secretariat; DPPA, Department of Political and Peacebuilding Affairs of the Secretariat; ECE, Economic Commission for Europe; ESCWA, Economic and Social Commission for Western Asia; FAO, Food and Agriculture Organization of the United Nations; IOM, International Organization for Migration; OCHA, Office for the Coordination of Humanitarian Affairs of the Secretariat; OHCHR, Office of the United Nations High Commissioner for Human Rights; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNDP, United Nations Development Programme; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNOPS, United Nations Office for Project Services; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; and WFP, World Food Programme.

13. The Development Coordination Office and the Office for the Coordination of Humanitarian Affairs jointly launched a new talent pipeline to identify and prepare a broad and diverse range of high-calibre resident coordinator and humanitarian coordinator candidates. The first call for proposals admitted 98 candidates, of 50 different nationalities and from 28 United Nations entities, with 34 per cent coming from outside the United Nations and with 53 per cent women. Pipeline candidates are being supported to develop the knowledge, competencies and experience to lead United Nations country teams effectively. Only those who demonstrate readiness are sponsored to participate in the resident coordinator assessment centre, which is a prerequisite for entry into the pool of resident coordinator candidates and subsequent application for a resident coordinator position (see figure VI).



Figure VI  
**Process for selection as a resident coordinator**



14. Continuous learning and leadership development for resident coordinators remains a priority. In 2021, the Development Coordination Office provided opportunities for consistent mentoring, coaching and peer discussions for incoming resident coordinators (29 in total in 2021) and policy and training support for all resident coordinators, particularly on the COVID-19 pandemic response, climate change, biodiversity, pollution, economic transformation, Sustainable Development Goal financing and cross-agency collaboration and partnership, including with international financial institutions.

15. Performance management was also further improved, with a new system to be rolled out in 2022 that is fully compliant with the dual reporting model at the core of the United Nations development system repositioning. Appraisals of resident coordinators by the Secretary-General benefit from feedback from several sources, including country team members and United Nations Sustainable Development Group regional directors and partners. Resident coordinators, in turn, appraise country team members for their contribution to joint results. The latter has, however, continued to prove challenging, with only 13 entities of the Group facilitating resident coordinators' inputs to their respective performance appraisal processes,<sup>6</sup> a requirement set out in the management and accountability framework.

16. Finally, expanding career opportunities for resident coordinators remains essential to attract and retain the best talent. In 2021, the Development Coordination Office continued to offer career guidance to resident coordinators and began exploring new avenues to strengthen resident coordinators' career paths within the United Nations system. Nevertheless, inter-agency mobility remains a work in progress, owing to challenges in aligning supportive processes across the United Nations system. Overcoming these challenges remains a priority. In reviewing the resident coordinator system, Member States requested United Nations development system entities to enhance the resident coordinator function as a career path for their staff.

17. As we continue to strengthen the resident coordinator cohort, aligned with the ambition of the 2030 Agenda, I call on entity-specific governing boards to ensure full implementation of the management and accountability framework and to promote inter-agency mobility for resident coordinators, which allows United Nations leadership to benefit from the unique expertise of various entities, with a system-wide outlook.

#### *Resident coordinator offices*

18. Fully capacitated resident coordinator offices in all countries underpin the reinvigorated resident coordinator system (see figure VII). These offices are essential for resident coordinators to coordinate country teams effectively and convene relevant stakeholders in support of the Sustainable Development Cooperation Frameworks. As of April 2022, 193 international Professional officers, 371 national officers and

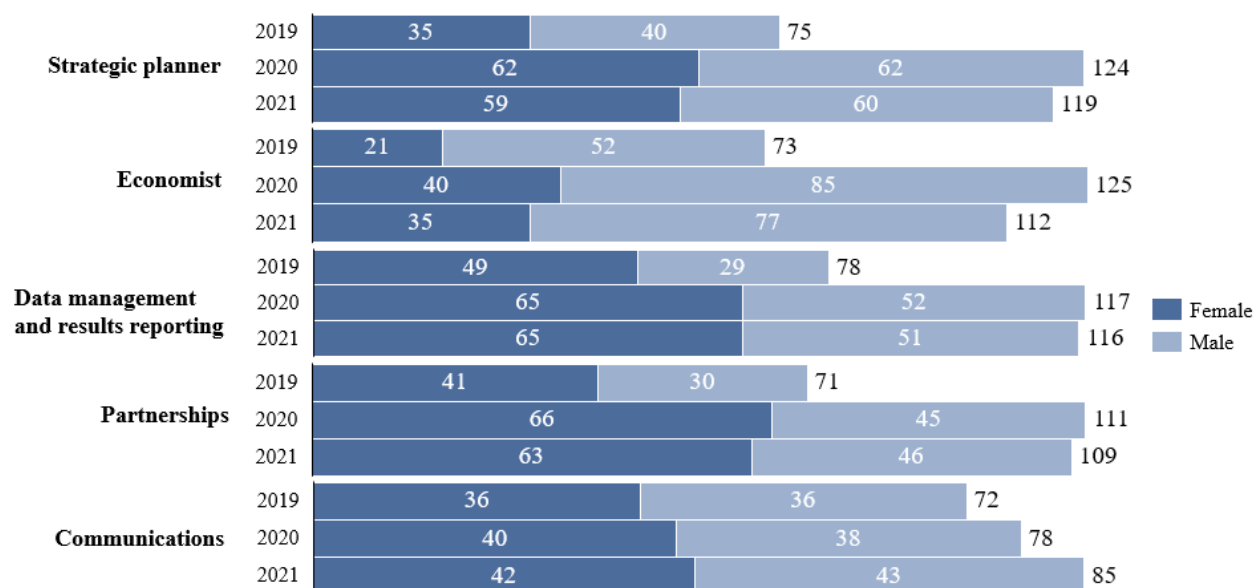
<sup>6</sup> FAO, International Fund for Agricultural Development, International Labour Organization (ILO), IOM, UNDP (including United Nations Volunteers programme and United Nations Capital Development Fund), United Nations Environment Programme (UNEP), UNFPA, UN-Habitat, UNHCR, UNICEF, UNOPS, UN-Women and WFP. Information based on the Department of Economic and Social Affairs survey of United Nations entity headquarters, 2021.



122 executive associates were deployed in 131 resident coordinator offices and 147 duty stations; 48 per cent of Professional staff were female and 49 per cent were international Professional staff from programme countries. Among the resident coordinator offices, 102 had incumbents in all five core Professional positions, and the remaining vacancies, mainly owing to turnover, were under recruitment. A total of 132 new administrative assistant posts were approved in 2021 (A/76/6 (Sect.1), para. 1.459) to replace operational support services previously provided by UNDP, 110 of which had been filled by the end of March 2022 with full recruitment expected by the end of May 2022.

Figure VII

### Growth in staffing and gender balance across professional core functions in resident coordinator offices



Source: Development Coordination Office, 2022.

19. The strategic planners/heads of office were instrumental in ensuring the coherent programming and efficient functioning of United Nations country teams. They connected resident coordinator system resources with the country team to support common country analyses and to design and implement Cooperation Frameworks; supervised the use of tools and mechanisms for transparency and accountability; initiated and coordinated internal and external partnerships, together with joint resource mobilization; and helped to foster efficiencies by spearheading innovations and improving knowledge and capacities. In Saudi Arabia, the head of the Resident Coordinator Office was decisive in leading a Sustainable Development Goal comparative analysis model informing the common country analysis and Cooperation Framework processes on human rights, gender, disability inclusion and youth.

20. Resident coordinator office economists enhanced policy capacities, including for common country analyses and Cooperation Frameworks, by strategically positioning the United Nations with Governments and other partners in key economic and financial policy forums. Resident coordinator office economists in six countries neighbouring Afghanistan led a joint analysis on the cross-border impacts of the Afghan crisis on Central Asian economies. This strengthened analytical capacity was also crucial in enabling resident coordinators in small island developing States to develop a multidimensional vulnerability index, in collaboration with relevant United Nations entities, including the Department of Economic and Social Affairs, the Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States and UNDP, and external partners, in a

long overdue change in measuring the health of a country, which is now being taken forward by a high-level panel appointed by the President of the General Assembly.

21. Data management and results reporting officers enabled improved accountability and transparency around system-wide results. Over 111 Cooperation Framework joint workplans are now on the UN-Info platform. Nearly all (99 per cent) country teams produced results reports. Sustainable Development Goal data gaps are increasingly being addressed. In Azerbaijan, for example, the Resident Coordinator Office facilitated a joint task force on Sustainable Development Goal data between the country team and the State Statistics Committee to increase understanding and good practices.

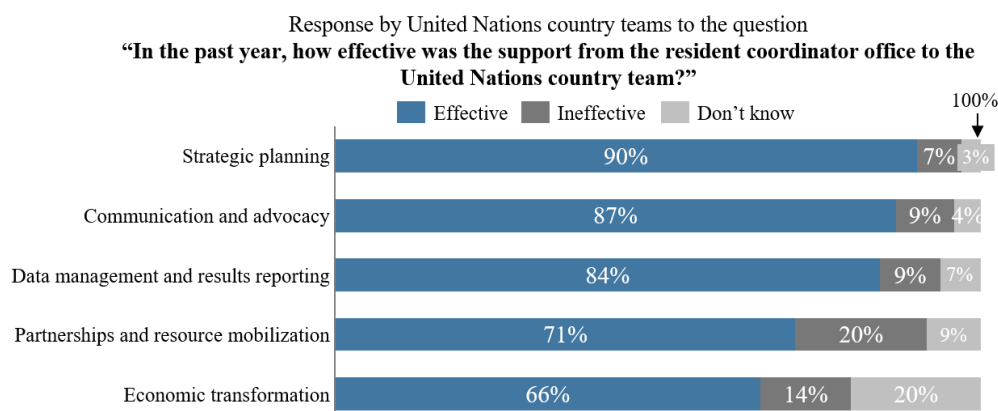
22. Partnership officers enabled resident coordinators and country teams to strengthen multi-stakeholder relationships for the Sustainable Development Goals. In Nigeria, about 600 partners were involved in the common country analysis process. In Mauritius, Paraguay, Sri Lanka, Thailand and the United Arab Emirates, the country teams strengthened cooperation with United Nations Global Compact local networks for private sector engagement. Partnership officers also helped to increase country-level pooled funds for the Goals and access to global pooled funds. The partnership officer job description was reviewed following the resident coordinator system review, to deepen their focus on harnessing the power of partnerships.

23. Communication and advocacy officers played a key role in raising the visibility of United Nations work for the Sustainable Development Goals, encouraging country teams to speak with one voice, including through social media and country team websites. They bolstered national COVID-19 vaccination campaigns, including by combating misinformation and hate speech. In Costa Rica, a country team-university partnership unveiled discrimination against women, Afrodescendants, Asians, migrants and other vulnerable groups, including on social media, which contributed to the development of the first national plan to combat hate speech in the region.

24. Informed by the feedback on the very good support provided by the new resident coordinator office core coordination capacities (see figure VIII), the Development Coordination Office will continue to work on improving the skill sets of the staff through training and improved networking and peer exchange. This is especially important for the work of the economists, who will have to deliver more consistently to support the major effort being required of country teams on economic recovery and transformation.

Figure VIII

#### Support by resident coordinator offices to United Nations country teams



Source: Department of Economic and Social Affairs survey of United Nations country teams, 2021.

25. In some resident coordinator offices, additional advisory resources enabled a more effective programmatic response, adapted to country needs and priorities, in consultation with Governments. In some cases, staff of United Nations entities hosted

at the Office offered a model for entities with limited physical presence to strengthen country-level advisory services. More than 70 resident coordinator offices count on joint UNDP-Department of Political and Peacebuilding Affairs peace and development advisers. New advisers were deployed in Development Coordination Office regional teams to support country teams. The Peace and Development Adviser for Europe and Central Asia, for example, worked with counterparts in Kyrgyzstan, Tajikistan and Uzbekistan to support the joint United Nations-World Bank-United Kingdom of Great Britain and Northern Ireland regional risk and resilience assessment for the Fergana Valley and the Afghan border. Resident coordinators and country teams also benefited from human rights advisers funded by the Development Coordination Office-hosted multi-partner human rights mainstreaming fund and OHCHR, deployed in 54 countries (up from 43 in 2020). In Serbia, the Human Rights Adviser supported a dialogue between the authorities and civil society, contributing to the amendment of the anti-discrimination law for gender equity, people with disabilities and other vulnerable groups. A total of 21 resident coordinator offices (up from 13 in 2020) can also now count on gender advisers supported through a variety of funding arrangements. In the absence of an in-country representative of UN-Women in Botswana, the Gender Adviser ensured that gender mainstreaming was implemented across all country team planning processes, with a score of “Exceeding requirements” in the 2021 United Nations country team-United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women scorecard.

26. The Development Coordination Office also supported resident coordinator offices in countries experiencing sudden crises through short-term surge capacity, including in Afghanistan, Burkina Faso, the Central African Republic, Ethiopia, Haiti and the Sudan. The Development Coordination Office is systematizing this support to resident coordinator offices, including through partnerships with the Office for the Coordination of Humanitarian Affairs, the Department of Operational Support and others to ensure the swift deployment of relevant expertise where it is needed most.

27. Ensuring that countries can count on high-quality resident coordinator office professional capacities remains critical. I take pride in the many colleagues who have been working with resident coordinators and country team representatives under the continuing strenuous circumstances of 2021, to serve Governments and their people in their efforts to face immediate and long-term challenges for a more prosperous future for all.

## **B. Coordination at the regional level to support the resident coordinator system**

28. Development Coordination Office regional teams have been ensuring support as a first port of call to resident coordinators and country teams in their day-to-day operations and providing continual advice to support the work of the resident coordinator system in countries. As of April 2022, 61 per cent of regional team members were women and 61 per cent were from programme countries.

29. As the chairs of regional peer support groups, Development Coordination Office regional directors helped to ensure high-quality inter-agency programming guidance to country teams, resulting in improved common country analyses and more ambitious Cooperation Frameworks, which were increasingly anchored in regional perspectives in support of national needs. The Office team in Latin America and the Caribbean, for example, supported the new multi-country Cooperation Framework for the Caribbean, while the Asia-Pacific team began supporting the process for the new United Nations Pacific strategy, both of which were complemented by individual country implementation plans. In Bosnia and Herzegovina, the Cooperation Framework was anchored in the peace framework for the Western Balkans, which included regional

actors such as the Organization for Security and Cooperation in Europe. In Cameroon, the Cooperation Framework integrated key objectives of the United Nations integrated strategy for the Sahel, the Regional Stabilization, Recovery and Resilience Strategy for Areas Affected by Boko Haram in the Lake Chad Basin Region and cross-border programmes on forced displacement and regional emergency responses.

30. All regional Development Coordination Office teams supported capacity development for cross-border priorities for resident coordinator offices: staff in the resident coordinator offices in Africa were trained to support the operationalization of the African Continental Free Trade Area and the Economic Commission for Africa integrated planning and reporting toolkit to bolster national and regional performance for the 2030 Agenda and Agenda 2063 of the African Union. In Europe and Central Asia, regional support from the Development Coordination Office on vertical funds led to an increase in successful country team submissions of cross-border proposals to the United Nations multi-partner trust fund to support the Global Compact for Safe, Orderly and Regular Migration. In the Asia-Pacific region, the Office helped Resident Coordinators in Fiji, Pakistan and Thailand to build partner coalitions to tackle climate change, and in Latin America and the Caribbean, the Office supported the induction of the seven new Country Coordination Officers in the Caribbean multi-country office settings across the whole range of their functions. In the Arab States, a dialogue with Member States on social protection platforms backed by the Office led to a joint agreement for more equitable access to health and education services, lifting restrictions on school attendance (in Jordan) and including migrant labourers in health-care coverage (in Bahrain and Kuwait).

31. With the COVID-19 pandemic's persisting socioeconomic impacts, Development Coordination Office regional teams assisted in the integration of responses into the overall country team development offer through Cooperation Frameworks. The team in Latin America and the Caribbean ensured close coordination among United Nations entities, including dialogues with UNICEF and the United Nations Educational, Scientific and Cultural Organization (UNESCO) on returning to school safely and with the Pan-American Health Organization and the World Health Organization (WHO) on COVID-19 vaccine roll-outs, and co-convened with UNDP a third stocktaking exercise for sustainable recovery. In Africa, the Office supported 19 country teams to roll out new Cooperation Frameworks that integrated COVID-19 socioeconomic response plans for a better recovery and debt management. The Office's teams in Europe and Central Asia and in the Asia-Pacific region partnered with WHO to improve risk communication, community engagement and social media listening, and regularly disseminated key messages on the pandemic.

32. Development Coordination Office regional teams were instrumental in enabling country team cross-border and subregional collaboration, for example by integrating the governance, resilience and security pillars of the United Nations integrated strategy for the Sahel in 10 common country analyses and Cooperation Frameworks. In Europe and Central Asia, regular dialogue between the Office and the Special Representative of the Secretary-General for Central Asia improved cross-pillar coordination and scenario development for the Kyrgyzstan-Tajikistan border conflict, resulting in anticipatory and risk-informed programming. In Latin America and the Caribbean, the Office enabled strong engagement by the Resident Coordinators for northern Central America and Mexico in the comprehensive development plan for economic development, social welfare, environmental sustainability and migration management. It also supported the Resident Coordinators in Argentina, Bolivia (Plurinational State of) and Paraguay to conduct the first-ever joint multidimensional risk analysis in the Gran Chaco region, strengthening cross-border collaboration to mitigate climate change impacts in vulnerable populations.

33. Development Coordination Office regional teams supported the advancement of regional reforms under the leadership of the Chair and Vice-Chairs of the various

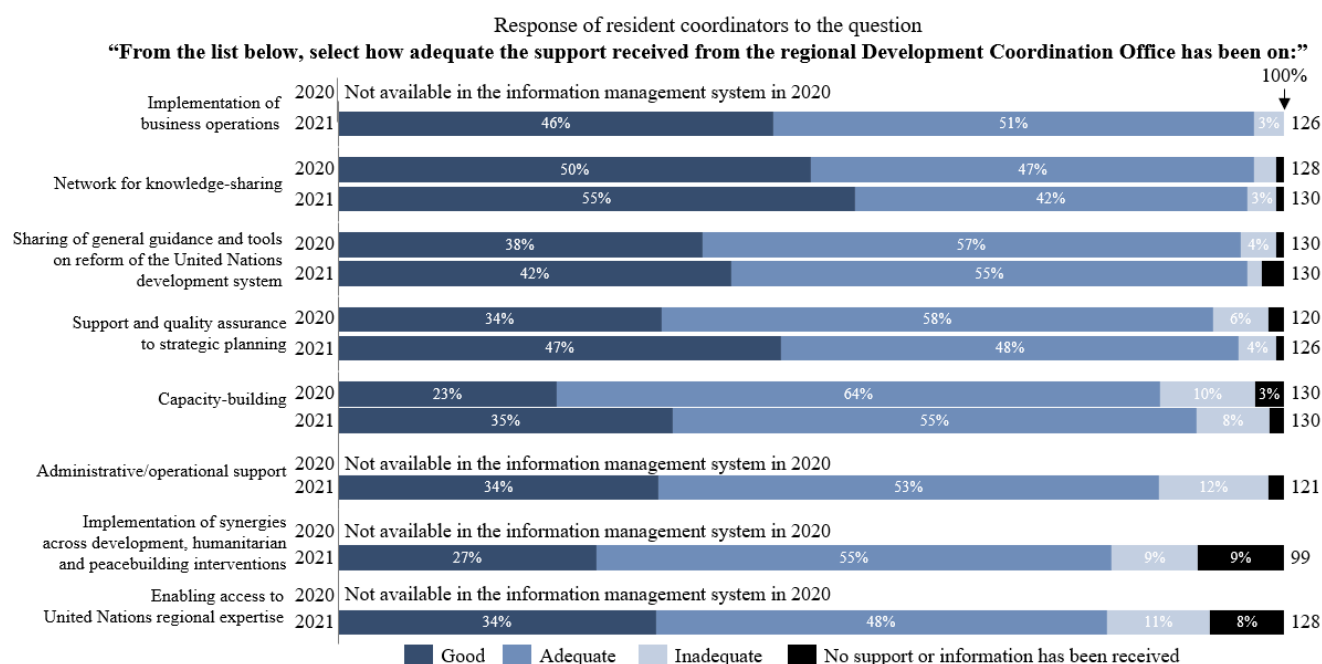
regional collaborative platforms. As a member of the joint secretariats of the platforms, alongside the regional commissions and UNDP, the Office is helping to link regional expertise to country team needs. In the Asia-Pacific region, two thirds of country teams benefited from the issue-based coalitions under the Platform in 2021. The Office's engagement in Europe and Central Asia with the regional climate and environment issue-based coalition helped to increase capacity to mainstream climate and environment priorities into country-level programming. In Latin America and the Caribbean, the Office engaged with the human mobility issue-based coalition to support resident coordinators on cross-border responses to movements of migrants and refugees. In the Arab States, the South-South platform of the United Nations Office for South-South Cooperation was integrated into the ESCWA-managed Regional Collaborative Platform knowledge-management platform, enabling a one-stop shop for system-wide knowledge assets around the 2030 Agenda and the Sustainable Development Goals.

34. Development Coordination Office regional teams also helped to improve the implementation of the efficiency agenda, providing direct in-country backstopping support to resident coordinator offices for universal roll-out of the business operations strategies in all country teams.

35. Resident coordinators increasingly valued the support received from Development Coordination Office regional teams (see figure IX).

Figure IX

### Regional Development Coordination Office support to resident coordinator offices



Source: United Nations Sustainable Development Group information management system, 2021.

## C. Global support to the United Nations development system

36. The Development Coordination Office continued to strengthen the management of the resident coordinator system globally, provide secretariat support to the Sustainable Development Group and ensure implementation of the United Nations development system reform. As of April 2022, 60 per cent of the New York team of the Office were female and 43 per cent were from programme countries.

37. In 2021, the Development Coordination Office focused increasingly on identifying emerging innovations and facilitating knowledge exchange among peers across regions to strengthen support for the 2030 Agenda. This included a focus on Sustainable Development Goal data, strategic foresight, country-level resource mobilization, partnership strategies, country-level pooled funds and government-led donor coordination mechanisms. Practitioner networks managed by the Development Coordination Office in support of the functions of the resident coordinator offices are actively working. The One United Nations knowledge exchange network managed by the Development Coordination Office served more than 7,000 members across the system, facilitating peer learning among country-based practitioners. The Office also established a new Sustainable Development Group country Cooperation Framework status dashboard to improve knowledge-sharing and alignment of country-level programming.

38. The Development Coordination Office supported the Sustainable Development Group to deliver on global policy and operational priorities. Achievements in 2021 included the refinement of a comprehensive management and accountability framework, improving guidance on joint programmes and results reporting, spearheading a new approach for measuring the United Nations system-wide contribution to the Sustainable Development Goals, supporting the advancement of the efficiency agenda, facilitating strengthened support from entities for small island developing States and all the countries serviced by multi-country offices, supporting the renewed regional architecture and tracking funding compact commitments and promoting their full implementation. The Office also mobilized the United Nations development system's cross-sectoral support around relevant strategies of the Secretary-General and system-wide policies, including on climate change, biodiversity, food systems, finance for the Goals, education, disability, youth, indigenous peoples and the comprehensive response to the COVID-19 pandemic.

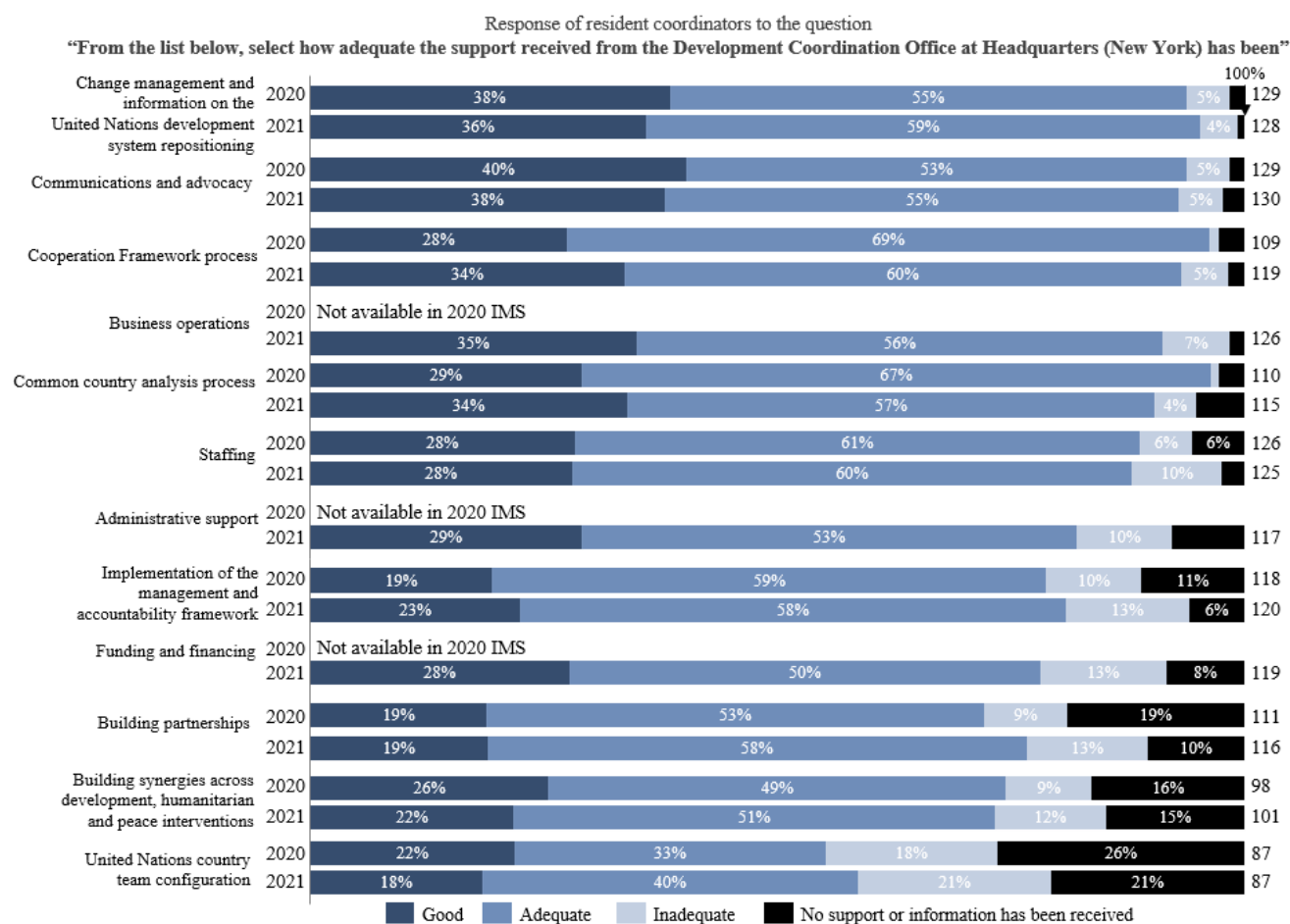
39. In 2021, the Development Coordination Office helped to elevate the support of the Sustainable Development Group for the response to and recovery from the COVID-19 pandemic and other crises. The Office continued to co-chair with UNDP the global inter-agency task team, including the World Bank and the International Monetary Fund (IMF), to foster a collective socioeconomic response to COVID-19. The Office's participation in the United Nations transitions project ensured linkages among resident coordinators for improved understanding and planning in mission settings for effective support beyond a mission's withdrawal. Similar engagement with the Steering Group on Internal Displacement Solutions enabled effective follow-up to the Secretary-General's High-level Panel on Internal Displacement and helped to anchor United Nations interventions in complex settings to the Sustainable Development Goals. In 2021, the Office also enabled peer exchanges for resident coordinator system personnel around effective cross-pillar collaboration, with hands-on support for the Resident Coordinators in Libya and the Niger, including through a financial landscape analysis. In addition, the Office worked closely with the Department of Political and Peacebuilding Affairs and UNDP on building strategic foresight capabilities to support peace and prevention.

40. The engagement of the Development Coordination Office in inter-agency occupational health and safety forums ensured timely support, communications guidance and technical advice to resident coordinators and country teams on COVID-19 transmission prevention and preparedness for health emergencies for United Nations personnel and their dependants, working closely with the Health-Care Management and Occupational Safety and Health Division and the Department of Management Strategy, Policy and Compliance. The Office also worked with the Department of Operational Support to set up the United Nations COVID-19 vaccination programme in early 2021, for which over 400,000 vaccine doses were deployed in 70 countries, with more on the way.

41. In 2021, feedback from resident coordinators on support from the Development Coordination Office remained positive and improved in overall ratings and in quality assessment, rising to “good” from “adequate” (see figure X). Nevertheless, feedback also indicates that more can be done to support synergies across development, humanitarian and peacebuilding actions and in country team reconfiguration exercises. I will continue to monitor closely the Office’s performance to ensure full support for resident coordinators’ efforts.

Figure X

### Support from the Development Coordination Office to resident coordinator offices



Source: United Nations Sustainable Development Group information management system, 2021.

## III. Delivering system-wide results to support global economic recovery and rescue the Sustainable Development Goals

### A. Responding to national needs and priorities in different and changing contexts

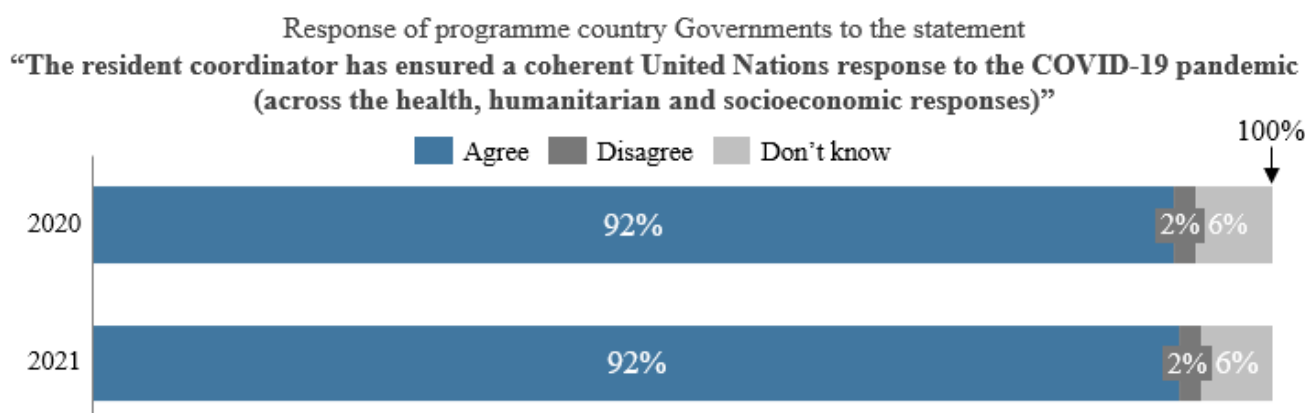
42. Two years into the COVID-19 pandemic, the comprehensive country team health, humanitarian and socioeconomic responses in countries continued to demonstrate the vital role of coordination, ensuring a focus on immediate needs while striving to protect hard-won development gains. A total of 1.4 billion vaccine doses were delivered to 144 countries, with an additional 2.8 billion doses secured or



received as donations.<sup>7</sup> Programme country governments reported that the country team COVID-19 response under resident coordinator leadership was comprehensive (74 per cent), timely (76 per cent) and effective (77 per cent) (see figures XI and XII). The system-wide evaluation of the United Nations development system response to COVID-19 underscored a clear linkage between United Nations development system reform and programmatic coherence, noting the effective way United Nations entities were able to quickly adapt, repurpose and mobilize new funding and transform challenges into opportunities for cross-sectoral collaboration.

Figure XI

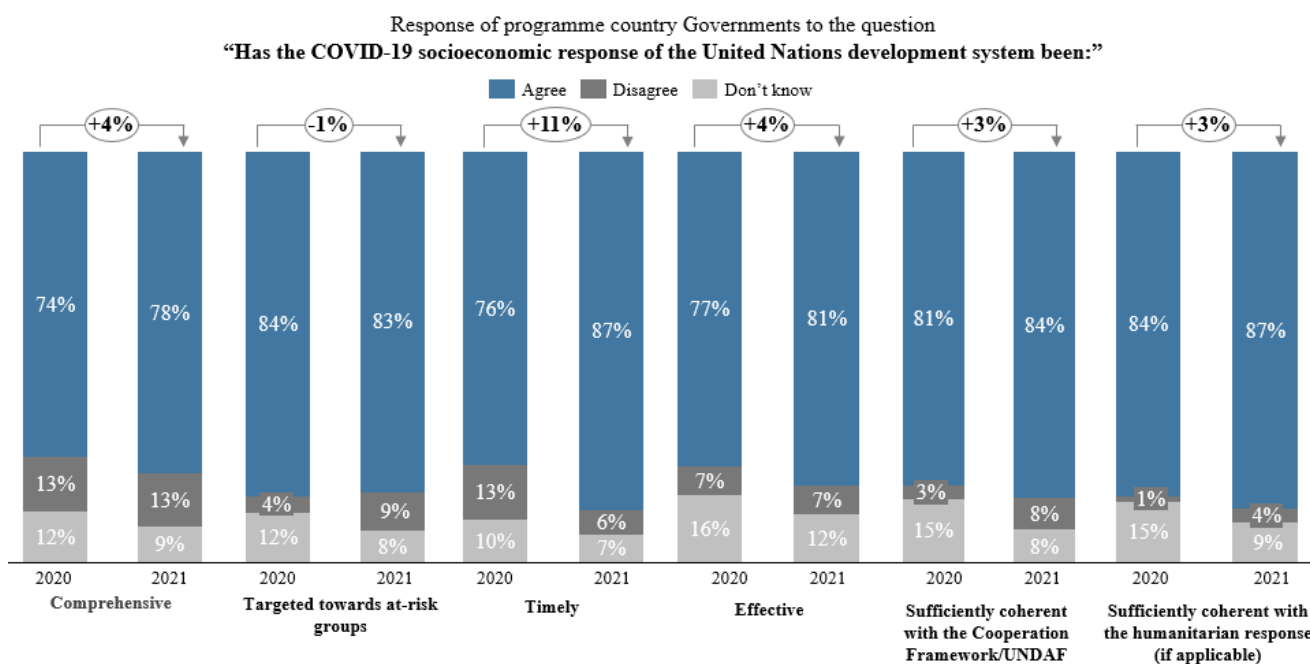
### Leadership of resident coordinators in the coronavirus disease response



Source: Department of Economic and Social Affairs survey of programme country Governments, 2021.

Figure XII

### Response to the coronavirus disease by the United Nations development system



Source: Department of Economic and Social Affairs survey of programme country Governments, 2021.

Abbreviation: UNDAF, United Nations Development Assistance Framework.

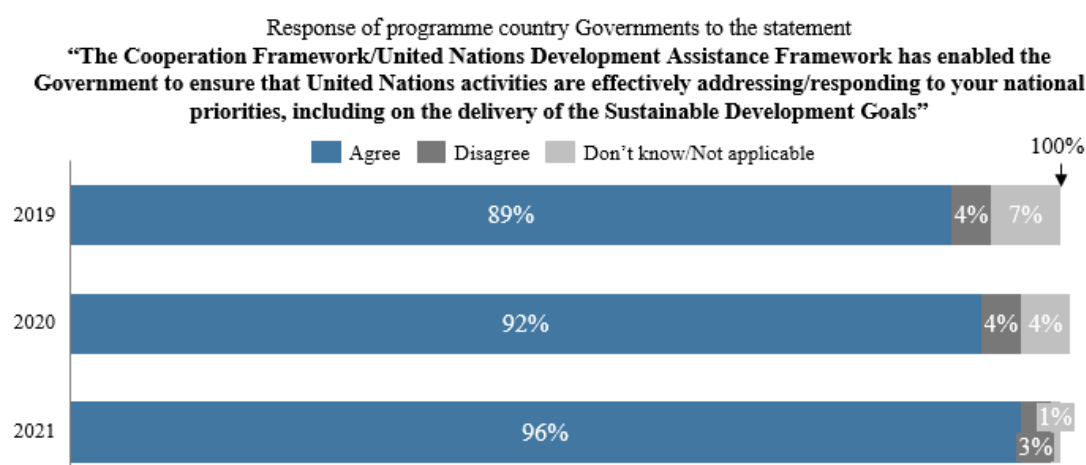
<sup>7</sup> UNICEF, COVID-19 vaccine market dashboard.

43. Meanwhile, the resident coordinator system continued improving its support for more integrated and responsive country team programming, anchored in the Cooperation Frameworks. In 2021, 31 countries started their Cooperation Frameworks and, by the end of the year, COVID-19 socioeconomic response plans were fully incorporated in all 68 existing Cooperation Frameworks and remaining United Nations Development Assistance Frameworks to ensure a recovery supportive of countries' priorities under the Sustainable Development Goals. The number of joint workplans for collective implementation increased from 64 in 2020 to 111 in April 2022.<sup>8</sup> The Development Cooperation Office also increased its capacity for Cooperation Framework evaluations, with 40 evaluations under way or nearing completion (18 in Africa, 2 in Arab States, 9 in Asia Pacific, 5 in Europe and Central Asia and 6 in Latin America and the Caribbean).<sup>9</sup> A total of 27 United Nations country teams will begin their Cooperation Framework processes in 2022 and by the end of 2023 all countries will have a new generation Cooperation Framework.

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

Figure XIII

**United Nations country team alignment with national priorities through Cooperation Frameworks**



Source: Department of Economic and Social Affairs, survey of programme country Governments, 2021.

45. The ability of the United Nations to undertake joint analyses also improved, in particular through common country analyses and socioeconomic impact assessments of COVID-19. Common country analyses were developed or updated by 80 per cent of country teams. In Uganda, a collaboration by the country team with the Department of Economic and Social Affairs and ECA to conduct a joint socioeconomic impact analysis of COVID-19 informed the Government's response and recovery measures. In South Africa, the socioeconomic needs assessment and risk profiling by the country team led to Government grants for social relief, benefiting 10 million people so far.

46. The new common country analyses and Cooperation Frameworks embody the spirit of partnership and have been developed consultatively, including with civil society (88 per cent for common country analyses and 90 per cent for Cooperation

<sup>8</sup> UN-Info.

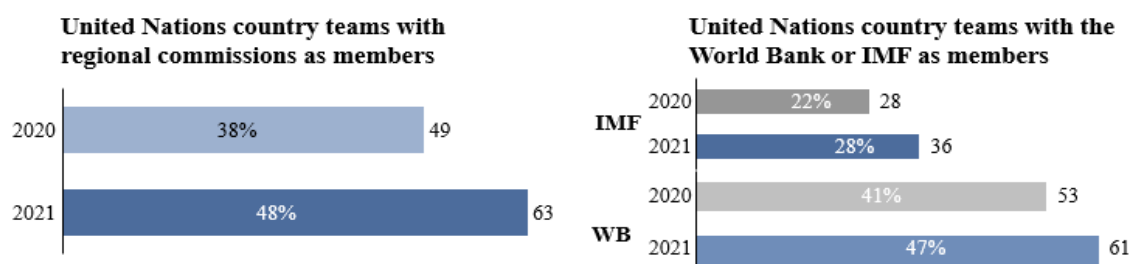
<sup>9</sup> United Nations Sustainable Development Group information management system, 2021.

Frameworks) and the private sector (57 per cent and 69 per cent, respectively),<sup>10</sup> among other stakeholders. In Nigeria, women, youth, rights groups, labour unions, climate activists and people living with disabilities were involved in the development of the common country analysis. In Kosovo, the country team mitigated critical data gaps in the common country analysis through consultations with focus groups, including representatives of civil society organizations and vulnerable groups.

47. The quality of Cooperation Frameworks benefited from increased country team access to expertise from across the United Nations system. Entities such as the International Telecommunication Union (ITU), the United Nations Environment Programme (UNEP), UNESCO, UN-Habitat, the United Nations Industrial Development Organization (UNIDO), the International Labour Organization (ILO), the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Office for Disaster Risk Reduction, with limited or no permanent presence in countries, contributed to Cooperation Frameworks. The expertise of UNCTAD in tracking illicit financing flows benefited the work in Angola, Benin, Burkina Faso, Egypt, Gabon, Ghana, Mozambique, Namibia, Nigeria, Senegal, South Africa and Zambia. UNCTAD also exceeded its 2021 target of participating in 10 common country analyses and 6 Cooperation Frameworks by joining in the development of 18 and 14 of them, respectively.<sup>11</sup> In Mozambique, UNIDO and UNCTAD contributed to a national development strategy to diversify the economy for sustainable livelihoods. In Thailand, UNICEF and UNESCO partnered with ITU more systematically to assist millions of children affected by school closures, especially in poorer communities. The regional commissions, the World Bank and IMF are increasingly joining country teams (see figure XIV) and signing Cooperation Frameworks.<sup>12</sup> The country team in Côte d'Ivoire drew on the expertise of ECA on economic transformation and on the United Nations Office for West Africa and the Sahel for enhanced collaboration across development, humanitarian and peacebuilding support.

Figure XIV

**Percentage of United Nations country teams that have international financial institutions or regional commissions as members**



Source: United Nations Sustainable Development Group information management system, 2021.

48. By 2021, 73 per cent of country teams implementing a Cooperation Framework had undertaken a country team configuration exercise. While 81 per cent of programme country Governments considered that the United Nations configuration was adequately tailored to their needs and challenges and 85 per cent reported that the country teams had the capacities and skill sets (see figure XV) to support them in advancing sustainable development,<sup>13</sup> these positive trends belie a much greater potential for the involvement of entities that do not have a physical presence, as noted also by the Office of Internal Oversight Services of the Secretariat and further detailed

<sup>10</sup> Ibid.

<sup>11</sup> Ibid.

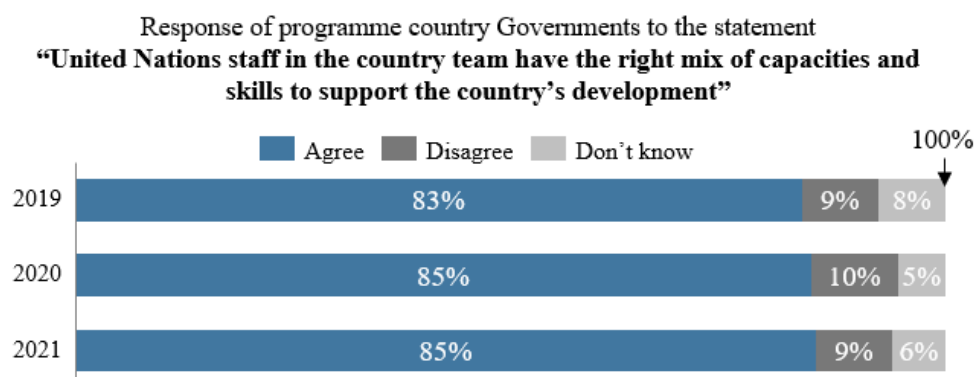
<sup>12</sup> The World Bank has signed 10 Cooperation Frameworks (Argentina, Cameroon, Guatemala, Iraq, Jordan, Kenya, Kuwait, Libya, Peru and South Africa) and IMF has signed two (Iraq and Kenya) (see United Nations Sustainable Development Group information management system).

<sup>13</sup> Department of Economic and Social Affairs survey of programme country Governments, 2021.

in the Secretary-General's report on the quadrennial comprehensive policy review of operational activities for development.

Figure XV

**United Nations country team capacities and skills**



Source: Department of Economic and Social Affairs survey of programme country Governments, 2021.

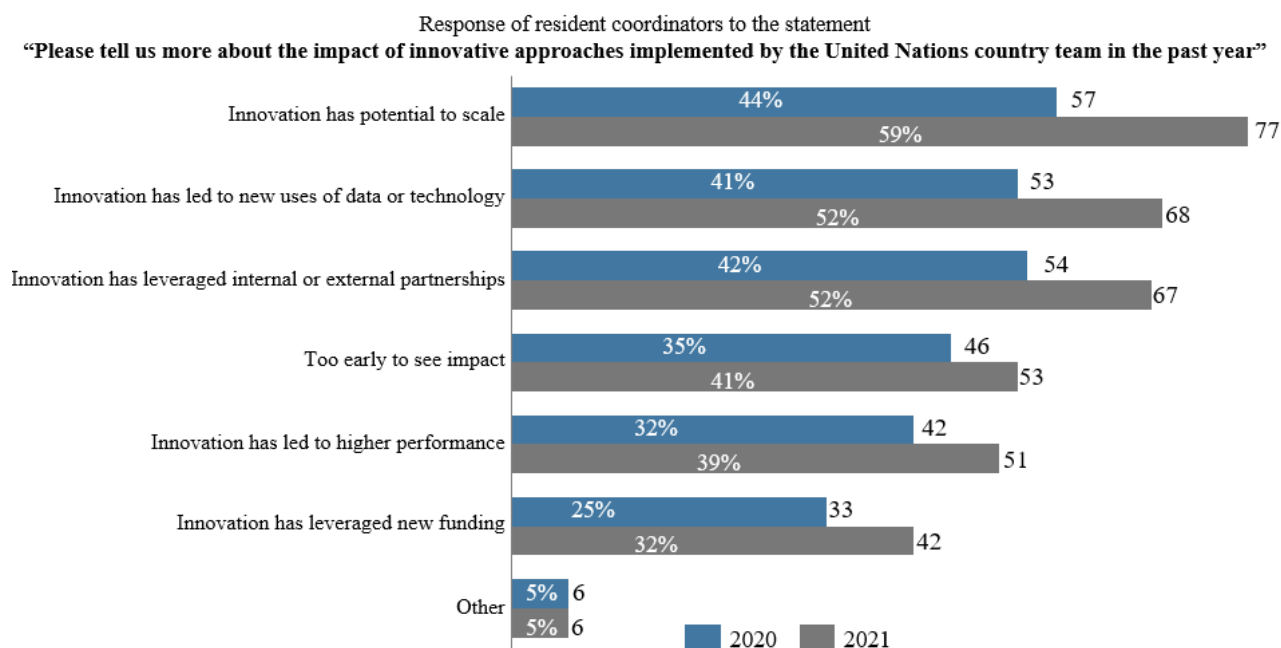
49. Challenges remain in ensuring full derivation of all country team entities' country programmes from the Cooperation Framework. This is essential for the full and effective delivery of Cooperation Framework results. Different programming cycles and approval requirements specific to each United Nations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

50. As the resident coordinator system continued to foster more integrated and effective country team responses to countries' needs, it did so with a growing focus on policy support. In Azerbaijan, nationalized Sustainable Development Goal targets and indicators were costed and integrated into the national budgeting process. In Malawi, the Resident Coordinator facilitated the design of a unique anticipatory action framework to help to predict and respond to climate-related shocks, working with the Office for the Coordination of Humanitarian Affairs on more agile responses to affected populations.

51. Innovative approaches are becoming more widespread as a result of more systematic resident coordinator system support and leadership. At least 48 country teams reported using innovative data tools and digital technologies, including in the COVID-19 pandemic response (see figure XVI). In Mongolia, the Resident Coordinator Office led an internal exercise to improve country team support to the national strategy for the digital economy, inclusion and e-government with the World Bank and ITU. Among the country teams, 52 per cent are applying real-time monitoring approaches and 35 per cent are applying mobile feedback mechanisms to inform and adjust support to countries.<sup>14</sup> The Barbados, Brazil, Costa Rica, El Salvador, Haiti, Jamaica, Mexico and Panama Resident Coordinator Offices used social media and mobile platforms to assess how populations were coping with the pandemic so as to tailor public policies. In Indonesia, authorities launched the national Sustainable Development Goals dashboard 2.0 supported by the country team data and monitoring learning group. In 2021, the Development Coordination Office, with support from United Nations Volunteers, applied machine learning to analyse qualitative common country analysis data in the Central African Republic, Ghana and Somalia, distilling 30,000 pages of qualitative data for better quality programming.

<sup>14</sup> United Nations Sustainable Development Group information management system, 2021.

Figure XVI  
United Nations country teams and the impact of innovative approaches



Source: United Nations Sustainable Development Group information management system, 2021.

52. United Nations country teams also increasingly adopted anticipatory, risk-informed and adaptive programming in their processes to develop common country analyses and Cooperative Frameworks, which was critical in the contexts of volatility and uncertainty. The design process for common country analyses and Cooperative Frameworks in Honduras, Kyrgyzstan and Mozambique integrated strategic foresight so as to address intersecting crises across the humanitarian, peace and development fronts or to increase the engagement of youth and other stakeholders in national development dialogues.

53. Collaboration between United Nations humanitarian and development activities, and their linkages to peace, were strengthened in countries or situations at risk or affected by crises to protect and advance sustainable development, although there is room for improvement to ensure programmatic alignment between the Cooperation Frameworks and humanitarian response plans. In Afghanistan, the new United Nations Transitional Engagement Framework for Afghanistan encapsulates a joined-up United Nations response to tackle crisis needs and safeguard livelihoods. In the Democratic Republic of the Congo, collaboration between the Development Coordination Office and the Peacebuilding Support Office resulted in programmes to advance transitional justice, dialogue and peaceful coexistence in the provinces where there was no longer any presence of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo. The Development Coordination Office also partnered with the United Nations transitions project in the Central African Republic, the Democratic Republic of the Congo, Guinea-Bissau, Iraq, Lebanon, Mali and South Sudan, to prepare for mission withdrawal and United Nations reconfiguration.

54. Resident coordinator leadership also focused attention on the most vulnerable groups and those left behind. A total of 97 per cent of common country analyses identify such populations more clearly than before and increasingly involve them in programme design. In the Central African Republic, the country team promoted equitable access to basic social services for the most vulnerable, resulting in more than 30 per cent of refugees with disabilities benefiting from cash and non-cash services and almost 30 per cent of health facilities being equipped for disability-

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

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

56. Resident coordinator leadership also resulted in improved implementation of the United Nations Youth Strategy (Youth 2030). In 2021, the number of country teams reporting meaningful youth engagement nearly doubled compared with 2020. Nearly 90 per cent of country teams now include a youth focus in common country analyses and Cooperation Frameworks. In Peru, young people were actively engaged in setting strategic priorities for the Cooperation Framework through foresight exercises. In Bangladesh, the Cooperation Framework process involved nearly 100,000 youth from rural, urban, employed, unemployed and minority contexts, and youth engagement is now facilitated through a dedicated inter-agency task team. In the Republic of Moldova, an adolescent and youth advisory panel was established to promote direct dialogue between young people and the United Nations on the Youth 2030 Strategy. In Mali, the country team developed a youth strategy that builds on the Cooperation Framework outcomes and the national youth policy.

57. Similarly, in 2021 there was progress in the implementation of the United Nations Disability Inclusion Strategy. A total of 21 per cent of country teams met or exceeded requirements for at least half of the indicators in the Disability Inclusion Strategy accountability framework (up from 11 per cent in 2020) and 34 per cent of country teams reported explicit commitment and mainstreaming of disability inclusion across Cooperation Frameworks. A total of 46 per cent of country teams included at least one disability-inclusive common service in their business operations strategy, such as physical accessibility and inclusive human resources. Country teams have also supported national policies and strategies for disability inclusion, as in Serbia, where the country team supported the adoption of the first action plan for the implementation of the national strategy on disability rights. In Fiji, the country team engaged with the Pacific Disability Forum and signed a partnership to promote and uphold the rights of persons with disabilities and their families.

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

## **B. System-wide results to accelerate action for the Sustainable Development Goals**

59. The success of the resident coordinator system will be judged by its ability to lift United Nations development system results at scale to support the global economic recovery and implementation of the Sustainable Development Goals by 2030. Despite the devastating impacts of COVID-19, the development system continued to advance its support to countries to protect hard-won gains and accelerate implementation of the Goals. We must be able to measure these achievements for full visibility and clear understanding of where further work remains to be done.

60. The Development Coordination Office continued to support the Sustainable Development Group in advancing system-wide harmonization of data and moving towards shared reporting. Last year, in response to the request of Member States in General Assembly resolution 72/279 for reporting on the system-wide contribution to the Sustainable Development Goals, I presented the results of the socioeconomic response of the United Nations to the pandemic, through UN-Info data publicly available on the COVID-19 data portal.<sup>15</sup>

61. The Development Coordination Office also continued to improve UN-Info as the only platform that tracks system-wide activities, funding and partners to advance the Sustainable Development Goals and give them full visibility. In General Assembly resolution 76/4, Member States requested the United Nations development system to invest and fully utilize UN-Info for common reporting and analysis of system-wide results from Cooperation Framework implementation. While I commend Sustainable Development Group principals who took action, two in five entities of the development system have not yet requested their country offices to report through UN-Info,<sup>16</sup> including because of transaction costs posed by different systems that are not yet interoperable. This makes a full global outlook of system-wide results elusive. The Office will continue to advance cooperation across entities to enable UN-Info to be effectively linked to entity-specific platforms. Incentives provided through entities' governing boards are crucial, aligned with the request of Member States in resolution 76/4 for the development system to invest in and fully utilize UN-Info.

62. In the interim, the Sustainable Development Group has adopted a phased approach towards improved monitoring of the contribution to the Sustainable Development Goals by the United Nations. In current reporting on 2021 results, data were provided by individual members of the Group and supplemented with data from UN-Info.<sup>4</sup> A new data portal for the Group was developed in 2021 to showcase country teams' work with UN-Info data visualization.

63. We must measure the ability of the resident coordinator system to coordinate and facilitate United Nations development system collective efforts in support of national development priorities. The multi-annual results framework presented in annex II, in response to the request of Member States in General Assembly resolution 76/4, aims at tracking returns on investments in coordination corresponding to the \$281 million budget of the resident coordinator system.

64. The proposed resident coordinator system results framework is guided by the vision of Member States and the strategic direction of the Secretary-General. It aligns with the mandates and cycle of the quadrennial comprehensive policy review and sets its targets up to 2025 in line with the strategic plans of United Nations development system entities. It will remain a living document to ensure that each year responds to the level of ambition set by the Economic and Social Council and required by the United Nations development system to deliver at scale.

#### **IV. Partnerships: joining forces to recover and advance national needs and priorities**

65. A critical measure of the success of the resident coordinator system is its ability to build coalitions of partners and supporters and harness their strengths in support of the 2030 Agenda. The resident coordinator system has improved its ability to facilitate partnerships with all stakeholders for more effective implementation of the 2030 Agenda. Programme country Governments largely agree that resident coordinators

<sup>15</sup> See [https://data.uninfo.org/Home/\\_SERP](https://data.uninfo.org/Home/_SERP).

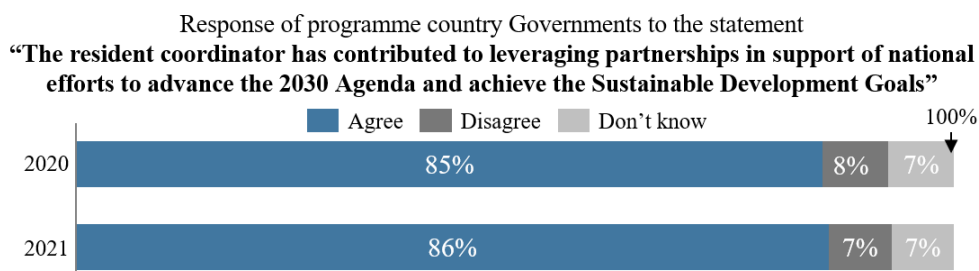
<sup>16</sup> Department of Economic and Social Affairs survey of United Nations development system entity headquarters, 2021.



are instrumental in leveraging partnerships (see figure XVII), primarily with civil society, universities, international financial institutions and other multilateral organizations (see figure XVIII). In India, for example, the resident coordinator convened think tanks, universities, the World Economic Forum, youth and other partners around the efforts of the United Nations to develop a comprehensive set of initiatives to support the Government's approach to responsible artificial intelligence tools, which also drew from expertise at United Nations Headquarters.

Figure XVII

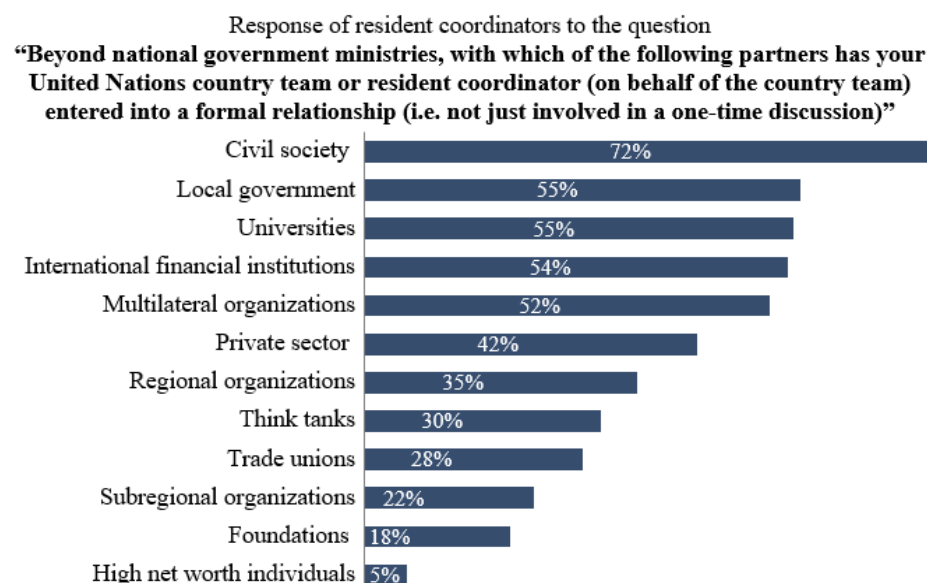
### Resident Coordinator leadership in leveraging partnerships



Source: Department of Economic and Social Affairs survey of programme country Governments, 2021.

Figure XVIII

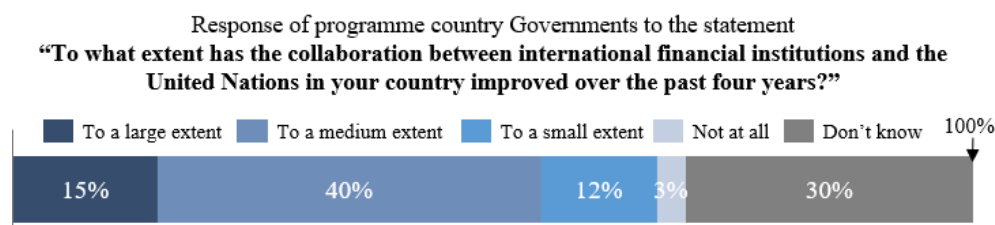
### United Nations country team partners, other than the national Government



Source: United Nations Sustainable Development Group information management system, 2021.

66. The resident coordinator system also improved collaboration with the international financial institutions (see figure XIX). In Trinidad and Tobago, the strengthened partnerships with the Development Bank of Latin America resulted in increased financial and technical support for education, food safety and security. In the Philippines, joint United Nations-World Bank planning led to a \$600 million loan in support of the national health sector response, including to strengthen COVID-19 laboratory capacity and vaccinations. Several resident coordinator offices established joint United Nations-international financial institution economist networks (e.g. Cabo Verde, Ecuador, Egypt, Guatemala, Maldives, Mongolia, Mozambique and Turkmenistan). The network in Egypt contributed to the World Bank development policy financing initiative.

Figure XIX  
**Collaboration between the United Nations and the international financial institutions**



Source: Department of Economic and Social Affairs survey of programme country Governments, 2021.

67. Boosting engagement between the United Nations and the private sector remains a priority. The resident coordinator system participated in the design of the new United Nations Global Compact strategy 2021–2023. The Development Coordination Office has continued to promote and support private sector engagement in Cooperation Frameworks, including through partnerships with country-level networks of the United Nations Global Compact. In Thailand, the Resident Coordinator brought together the Global Compact local network and the Government’s pension fund, rallying 43 financial institutions with \$1.3 trillion in assets. In the United Republic of Tanzania, the country team, the private sector and the Government are promoting technological platforms in agriculture, benefiting over two million farmers with access to market information.

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

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

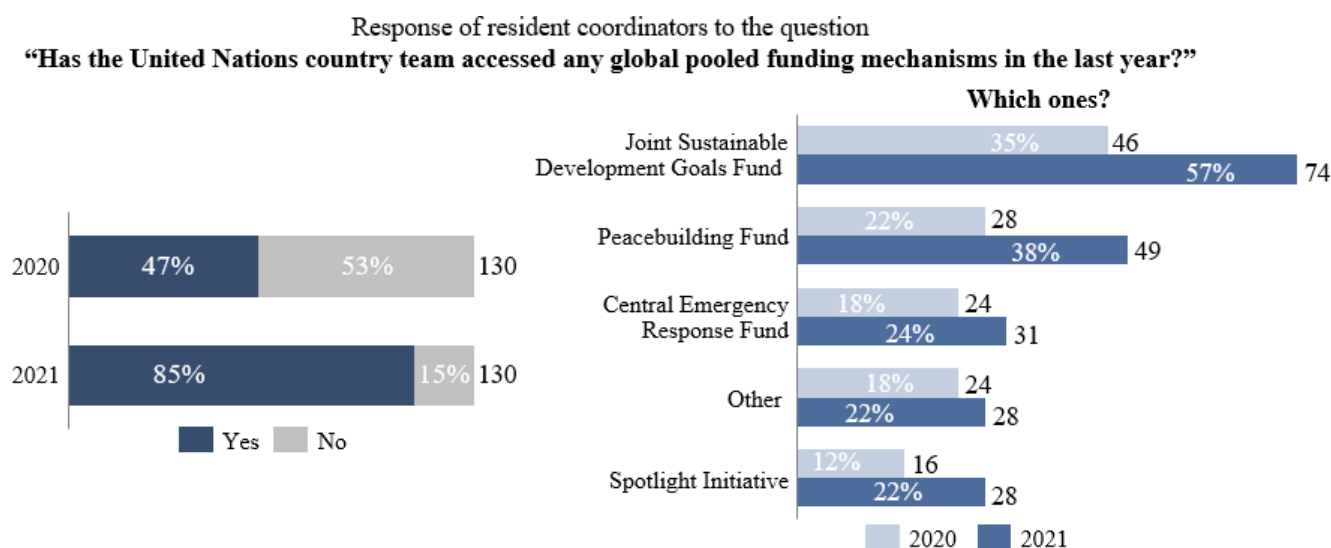
### **A. More and better funding for country teams’ efforts to accelerate action for the Sustainable Development Goals**

69. In line with funding compact commitments, common funding strategies at the global level have been instrumental for collective action to accelerate progress in delivering the Sustainable Development Goals. Enhanced coordination has leveraged quality funding, with a drastic increase in country team access to global pooled funding mechanisms, from 47 per cent in 2020 to 85 per cent in 2021 (see figure XX). For example, with an overall European Union investment of €500 million in an unprecedented partnership with the United Nations in more than 25 countries across Africa, Asia, the Caribbean, Latin America and the Pacific, midterm assessments of the Spotlight Initiative found that resident coordinator leadership was crucial to reach women and girls with essential services for survivors of violence, despite COVID-19-related constraints and lockdowns, promoting gender-equitable norms to one million young people, passing laws and policies to address violence against women and girls across 17 countries and increasing accountability for perpetrators of violence. In Nepal, the Initiative allocated €23 million for four years to a programme on jobs, social protection, elimination of gender-based violence and governance access for women. Likewise, the Peacebuilding Fund invested \$195 million in 2021 in joint

programmes under resident coordinator leadership (a nearly 12 per cent increase from 2020), contributing to peacebuilding outcomes in Cooperation Frameworks in 31 countries and 7 cross-border settings.

Figure XX

### United Nations country team access to global pooled funds

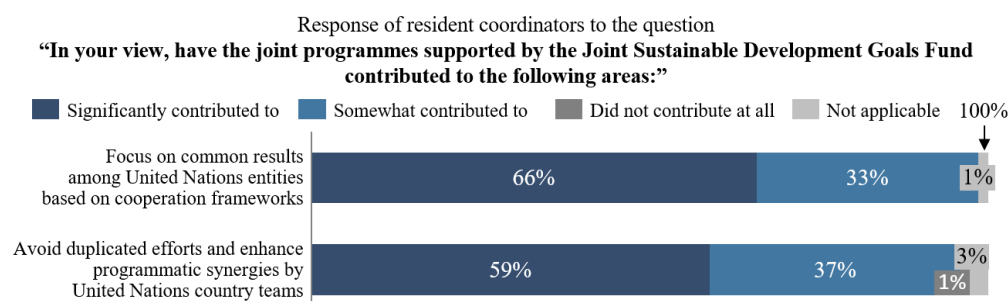


Source: United Nations Sustainable Development Group information management system, 2021.

70. The Joint Sustainable Development Goals Fund hosted by the Development Coordination Office was instrumental in driving innovative joint action under resident coordinator leadership for Sustainable Development Goal policy support and financing (see figure XXI). In 2021, the Fund mobilized \$79 million, reaching a total capitalization of \$224 million. To date, the Fund has approved a total of \$236 million in commitments under 151 joint programmes, with financing channelled to 25 United Nations entities covering 118 countries and territories. In Viet Nam, supported by the Joint Sustainable Development Goals Fund, the Government simplified the eligibility criteria for emergency cash transfers, enabling COVID-19 support to reach over 12 million people. In Lebanon, new disability allowances boosted social protection schemes for persons with disabilities. In Brazil, the Fund supported an existing national and local social protection scheme benefiting over 1.2 million children and 300,000 pregnant women.

Figure XXI

### Contribution of the Joint Sustainable Development Goals Fund to reform of the United Nations development system at the country level



Source: Joint Sustainable Development Goals Fund survey of resident coordinators, 2021.

71. The COVID-19 response and recovery multi-partner trust fund ensured a strong link with the resident coordinator system and programmed \$85 million to 24 United Nations entities jointly delivering across 83 countries. The results are clearly documented in the evaluation *Early Lessons and Evaluability of the UN COVID-19 Response and Recovery MPTF*.<sup>17</sup> With the impending closure of the COVID-19 fund in 2022, the Joint Sustainable Development Goals Fund will ensure a smooth transition, including through targeted investments, such as for the 17 COVID-19 proposals to support resilience-building and recovery as part of the window for small island developing States launched in 2021.

72. At the country level, Cooperation Framework funding provided a consolidated and comprehensive understanding of United Nations financial contributions and needs related to the Sustainable Development Goals. In Azerbaijan, for example, the Resident Coordinator Office led the development of a funding framework and a resource mobilization strategy bringing the country team together around a common costing methodology. However, we must do better in this area: only 59 per cent of country teams reported having prepared a funding framework and a mere 28 per cent have a resource mobilization strategy in place.

## **B. Enhanced quality and innovative financing for the Sustainable Development Goals**

73. Resident coordinator leadership proved pivotal in ensuring a much stronger emphasis on supporting Governments to mobilize financing for the Sustainable Development Goals. The efforts spearheaded by resident coordinators serving in small island developing States for a multidimensional vulnerability index is a case in point, with potential to overhaul access to development financing. In Malaysia, the Resident Coordinator led efforts by the country team to create a national Sustainable Development Goals acceleration fund with seed allocation of around \$5 million provided by the Government to engage civil society, the private sector and academia. In Egypt, the Resident Coordinator Office established inter-agency financing for a development task team with United Nations entities, including regional commissions and the Department of Economic and Social Affairs, producing a One United Nations Sustainable Development Goals costing offer to better support national efforts.

74. United Nations country teams, with the support of the Sustainable Development Goals Finance Sector Hub established by UNDP, are helping Governments in 80 countries to develop Sustainable Development Goal financing strategies through the roll-out of integrated national financing frameworks, 69 of which benefit from support from the Joint Sustainable Development Goals Fund. In Jordan, the country team supported the Amman Stock Exchange's implementation of sustainability reporting requirements for publicly traded companies, enabling the largest national investor to align its portfolio to the Goals. In Benin, the country team helped to set up an innovative digital platform with real-time data on direct foreign investments, aid and other development financing to support the Government to align planning and budgeting to the Goals. In Uzbekistan, the country team, led by the resident coordinator, partnered with authorities to devise an integrated financing strategy for the Goals, supporting the Government to issue its first-ever Sustainable Development Goals bond, which mobilized \$870 million in financial markets.

75. Resident coordinators are also coordinating initiatives for innovative financing approaches for the Sustainable Development Goals with Governments and key partners. In Cambodia, the country team identified the potential for unlocking \$23.4 billion by 2025 from public and private financing. In Belize, the country team conducted a Sustainable Development Goals investor mapping exercise, highlighting opportunities that can advance the Goals while generating financial returns for investors.

<sup>17</sup> United Nations publication, April 2021.

76. Resident coordinator leadership and support from the Joint Sustainable Development Goals Fund are helping countries to bring in non-traditional market players to launch innovative blended finance solutions to leverage public and private financing for the 2030 Agenda. In Indonesia, the United Nations supported the first-ever sovereign Sustainable Development Goals bond in South-East Asia, raising €500 million. In Malawi, the country team launched a blended financing impact fund to support small agribusinesses.

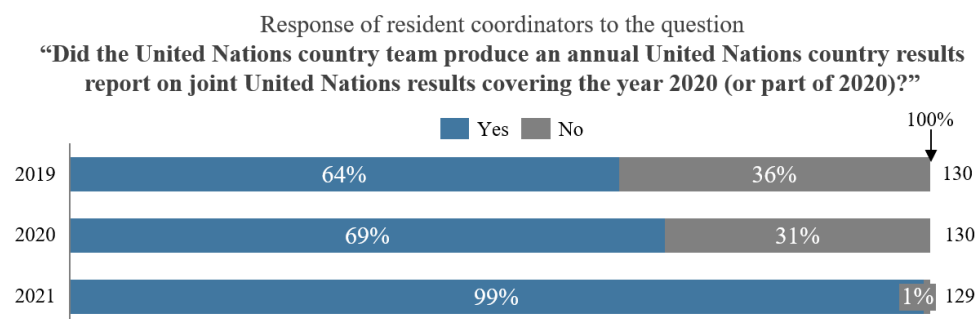
77. As I call on Member States to live up to their commitments in the funding compact, I am determined that the resident coordinator system will continue to increase its ability to catalyse better quality of funding together with its ability to support financing and partnerships in support of national sustainable development efforts.

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

78. Enhanced coordination continued to result in improved United Nations development system transparency and accountability through strengthened system-wide reporting and visibility of country-level results. A record 99 per cent of annual United Nations country results reports were produced in 2021, compared with 69 per cent in 2020 and 64 per cent in 2019 (see figure XXII). By April 2022, 100 results reports had already been produced, up from 88 at the same time in 2021. The Development Coordination Office and resident coordinators will ensure broad dissemination of results going forward, including through innovative digital platforms.

Figure XXII

### United Nations country results reports



Source: United Nations Sustainable Development Group information management system, 2021.

79. Big improvements in databases and platforms managed by the Development Coordination Office such as UN-Info, including its Sustainable Development Group information management system, have increased the visibility of results and improved efficiencies. Data from the UN-Info platform power the Sustainable Development Group and country team websites and the Group’s data portal, which is a new gateway developed in 2021 to facilitate public access to country team data, including data visualization of country teams’ work. In 2021, 132 country team websites backed by the Office were live, covering 22 languages, averaging nearly 1.4 million page views (a 52 per cent increase from 2020) and saving country teams some \$2 million annually that was previously spent on external vendor services. The Group’s website was launched in all United Nations official languages, registering over 1.7 million page views, a yearly growth of 1,000 per cent since 2019, and a new website of the Office was launched showcasing results and thought leadership of the resident coordinator system at the country, regional and global levels. Followers of the Group’s social

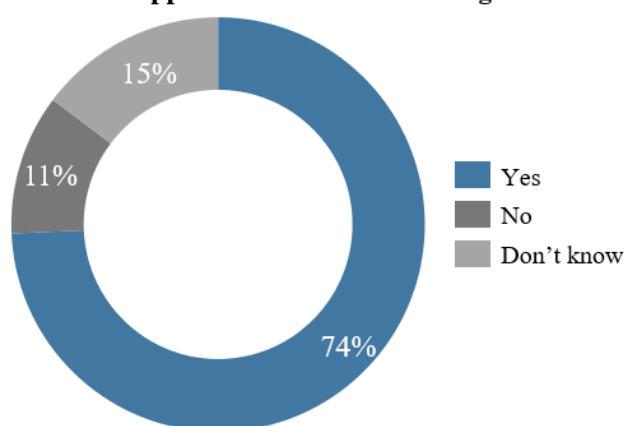
media account increased four-fold in three years, with 40,500 followers on Twitter and nearly 150,000 followers on LinkedIn by early 2022.

80. United Nations country teams recognize that joint communication and advocacy helped to better position the country teams' work (see figure XXIII). Addressing recommendations from a review of the integration of 44 United Nations information centres into resident coordinator offices, the Development Coordination Office and the Department of Global Communications updated the job descriptions of communications staff on the ground, strengthened skill sets, filled vacant information centre posts and revised country team communications guidelines.

Figure XXIII

**United Nations country team communication and advocacy**

Response of United Nations country teams to the question  
**“Has joint communication and advocacy in your United Nations country team improved in the past year to better position the country team’s development work and support to achieve the 2030 Agenda?”**



Source: Department of Economic and Social Affairs survey of United Nations country teams, 2021.

## VII. Business operations and efficiencies

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

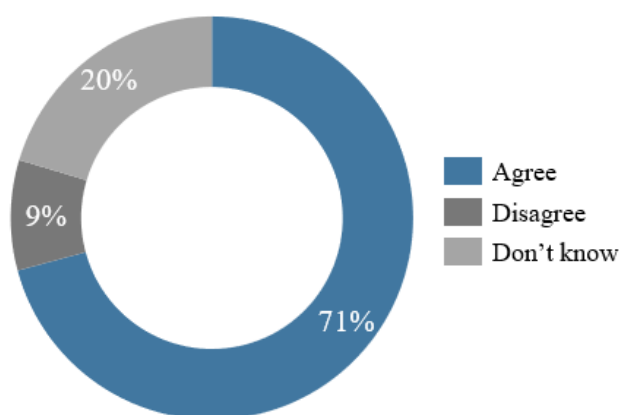
82. Service level agreements were revised and signed with all service providers for 2022, marking the completed transition of human resources, procurement and other non-location dependent operational services by mid-2022. This will represent the most significant change in terms of resident coordinator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

83. The Development Coordination Office was also instrumental in supporting workstreams led by the Sustainable Development Group to drive further efficiencies. The roll-out of the business operations strategy was completed ahead of the December 2021 deadline. The common premises roll-out and common back offices workstreams are experiencing challenges and delays. Co-location of United Nations information centres and resident coordinator offices in the same premises increased to 68 per cent in 2021 (compared with 64 per cent in 2020) and 71 per cent of programme country Governments note that resident coordinator leadership helps to minimize duplication among United Nations entities, ensuring efficient use of resources (see figures XXIV and XXV). However, as set out in the Secretary-General's report on the quadrennial comprehensive policy review, the roll-out of common premises and common back offices has encountered significant delays. Accelerating progress to increase efficiency gains remains a priority moving forward.

Figure XXIV

**Resident coordinator role in minimizing duplication**

Response of programme country Governments to the statement  
**“The resident coordinator helps to minimize duplication of efforts  
among United Nations agencies, ensuring the efficient use of resources”**

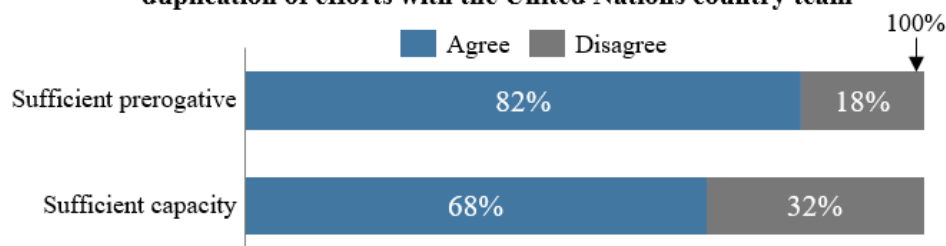


Source: Department of Economic and Social Affairs survey of programme country Governments, 2021.

Figure XXV

**Resident coordinator capacity and prerogative in minimizing duplication**

Response of resident coordinators to the statement  
**“The resident coordinator has the following attributes to prevent  
duplication of efforts with the United Nations country team”**



Source: Department of Economic and Social Affairs survey of resident coordinators, 2021.



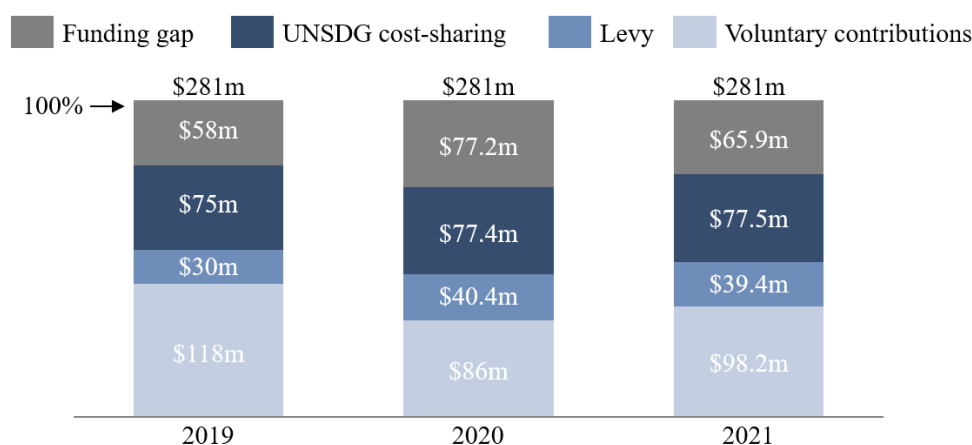
## VIII. Funding the resident coordinator system

84. The ambitious resident coordinator system mandates set by Member States cannot be accomplished without adequate, predictable and sustainable funding. In the resident coordinator system review, Member States re-emphasized that adequate, predictable and sustainable funding of the resident coordinator system was essential to delivering a coherent, effective, efficient and accountable response in accordance with national needs and priorities. The Secretary-General had recommended shifting to a fully assessed budget to ensure full capitalization and sustainability of funding. Member States decided, however, to continue to fund the resident coordinator system through a hybrid formula, relying primarily on voluntary contributions, and committed to providing sufficient funding for the resident coordinator system on an annual basis starting from 1 January 2022 (General Assembly resolution 76/4).

85. Yet, resident coordinator system funding levels continue to fall short of needs (see figure XXVI). In 2021, the full amount of \$77.5 million was received from United Nations Sustainable Development Group cost-sharing, with all entities paying their dues; an additional \$39 million was generated from the 1 per cent coordination levy on earmarked resources. Revenue from voluntary contributions amounted to \$98.2 million, compared with \$86 million in 2020. This translated into a total of \$215 million in the special purpose trust fund, a slight increase from 2020 (\$204 million). As COVID-19 continues to have an impact on economies and official development assistance budgets remained strained, the increase in voluntary contributions is an important indicator of Member States' support for the resident coordinator system. Yet funding levels remained well below the \$281 million budget, with a funding gap of \$66 million due to insufficient levels of voluntary contributions and a 1 per cent levy that is still not delivering at the expected levels.

Figure XXVI

### Resident coordinator system funding received and funding gap, 2019–2021



Source: Development Coordination Office, 2022.

Abbreviation: UNSDG, United Nations Sustainable Development Group.

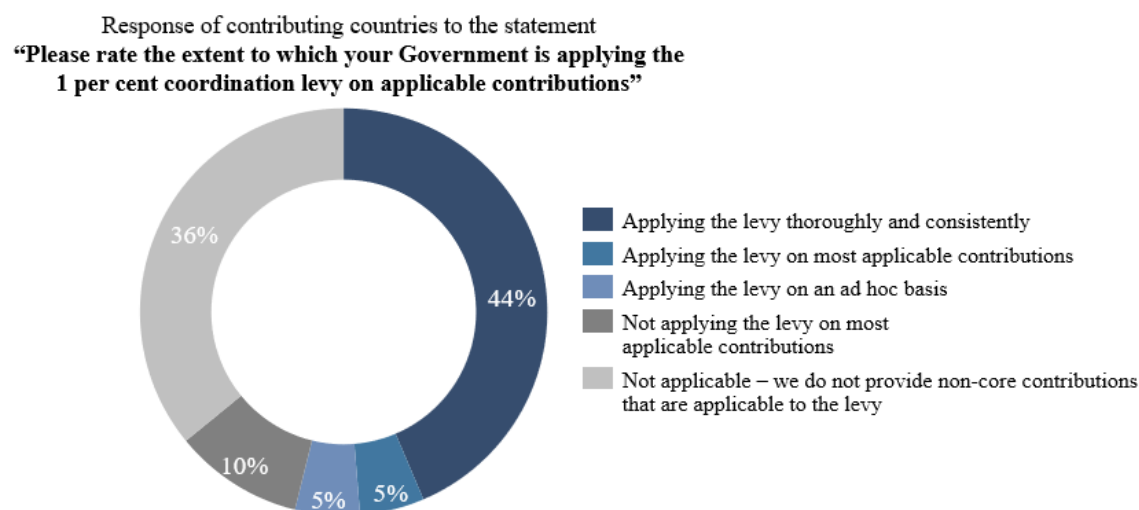
86. The United Nations Sustainable Development Group methodology used to calculate cost-sharing allocations was updated in 2021 and will inform new allocations for 2022 and 2023. The World Intellectual Property Organization joined the Group in 2022 and will contribute for the first time this year.

87. Revenue from the coordination levy in 2021 remained approximately the same as in 2020, but around \$10 million less than the estimated amount. With 20 per cent

of eligible contributing countries not applying the levy in full (see figure XXVII), there is ample room to increase that source of revenue. An analysis of levy contributions for 2020 and 2021 is under way to inform dedicated follow-up with donors and United Nations Sustainable Development Group entities to ensure a thorough application of the levy across all applicable contributions.

Figure XXVII

### Implementation of the 1 per cent levy



Source: Department of Economic and Social Affairs survey of contributing countries, 2021.

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

89. Despite consistent outreach to Member States, initial progress in diversifying the donor base of the special purpose trust fund has slowed. Only one new Member State contributed for the first time in 2021 and several Member States that contributed in 2019 or 2020 have not done so again. In total, 28 Member States provided voluntary funding to the resident coordinator system in 2021, including five countries from the Group of 77. These are the lowest numbers since the establishment of the resident coordinator system. Reversing this trend will be critical to align funding commitments with the unequivocal support Member States expressed in the resident coordinator system review.

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

## **IX. Conclusion**

91. With the continuous need to address the impacts of the COVID-19 pandemic, exacerbated by increasing global instability, the value of the resident coordinator system is evident. Four years on, the transformation envisioned by the United Nations development system reform has taken root, although it still needs to grow deeper in some areas. Resident coordinators, leading country teams to tackle the urgent needs of 162 countries and territories, alongside the Development Coordination Office, have been pivotal in the roll-out of new tools to optimize United Nations coordination, convene all partners to enable impacts at scale and deliver coherent, tangible and efficient results, including through Cooperation Frameworks. The new multi-annual resident coordinator system results framework will help to measure the success of the resident coordinator system in providing Governments and the development system with the support they require to realize their development ambitions.

92. In 2022, the United Nations development system, guided by the principals of the United Nations Sustainable Development Group and under the leadership of the resident coordinators in the countries, will continue to accelerate support to respond to, and recover from, the COVID-19 crisis, including by advancing vaccine equity and fostering a green, sustainable and inclusive recovery. The system will also increase efforts to accelerate the delivery of the Sustainable Development Goals, further tailoring its support to contexts and refining its ability to measure results; and it will do so anchoring in countries and territories the vision of Our Common Agenda, which I see as the wind beneath the wings of the development system to rescue the Goals.

93. I commend Member States for their commitment to a reinvigorated resident coordinator system and the reform of the United Nations development system at large in United Nations entity governing boards and in supporting programme implementation in countries. I count on continued support to ensure full management and accountability framework implementation, to realize a fully integrated Sustainable Development Goal offer through the alignment and complementarity of Cooperation Frameworks and entities' country programmes, to create an enabling environment to further advance efficiencies and to fully realize the overall promise of the reforms. With less than eight years left to achieve the Goals, I count on the renewed commitment of Member States to deepen our joint engagement in the spirit of the reforms.

## Annex I

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

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

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

<sup>a</sup> Includes locally mobilized resources.

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

Object of expenditure	2021 expenditure	2022 estimate	Changes		2023 estimate
			Total	Percentage	
Post	135 487.7	177 792.6	(454.6)	(0.3)	177 338.0
Non-post	71 182.3	104 033.8	9 671.9	9.3	113 705.7
<b>Total</b>	<b>206 670.0</b>	<b>281 826.4</b>	<b>9 217.3</b>	<b>3.3</b>	<b>291 043.7</b>

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

	Professional and higher categories									General Service and related categories		National staff		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Subtotal	Principal level	Other level	National Professional Officer	Local level	Total
A. Executive direction and management	—	1	1	—	3	4	3	—	12	2	1	—	—	15
B. Programme of work														
1. Global coordination	—	—	—	2	10	18	13	—	43	—	3	—	—	46
2. Regional coordination	—	—	5	1	8	13	6	—	33	—	—	—	8	41
3. Country coordination	—	4	46	68	91	129	2	—	340	—	—	413	396	1 149
<b>Subtotal, B</b>	<b>—</b>	<b>4</b>	<b>51</b>	<b>71</b>	<b>109</b>	<b>160</b>	<b>21</b>	<b>—</b>	<b>416</b>	<b>—</b>	<b>3</b>	<b>413</b>	<b>404</b>	<b>1 236</b>

	<i>Professional and higher categories</i>									<i>General Service and related categories</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>	
C. Programme support	–	–	–	1	3	8	3	–	15	6	1	–	–	22
<b>Total</b>	<b>–</b>	<b>5</b>	<b>52</b>	<b>72</b>	<b>115</b>	<b>172</b>	<b>27</b>	<b>–</b>	<b>443</b>	<b>8</b>	<b>5</b>	<b>413</b>	<b>404</b>	<b>1 273</b>

The overall resource requirements for 2023 include both resources for the special purpose trust fund for the resident coordinator system (\$281.8 million) and locally mobilized resources (\$9.2 million). Under the trust fund, the overall resource requirements for 2023 are maintained at the same level as in 2022 and include the cost-neutral redeployment of resources between post and non-post budget classes, while resources under the locally mobilized resources are distributed across non-post budget classes.

## Overview of financial results for 2021

Table 4  
**Financial resources by component**

(Thousands of United States dollars)

<i>Component</i>	<i>2021 budget</i>	<i>2021 expenditure</i>	<i>Variance</i>
A. Executive direction and management	2 844.3	2 752.4	91.9
B. Programme of work			
1. Global coordination	14 453.8	15 569.2	(1 115.4)
2. Regional coordination	9 504.1	8 620.9	883.2
3. Country coordination	243 318.0	166 663.3	76 654.7
<b>Subtotal, B</b>	<b>267 275.9</b>	<b>190 853.4</b>	<b>76 422.5</b>
C. Programme support	11 706.2	13 064.2	(1 358.0)
<b>Total</b>	<b>281 826.4</b>	<b>206 670.0</b>	<b>75 156.4</b>

Table 5  
**Financial resources by object of expenditure**

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2021 budget</i>	<i>2021 expenditure</i>	<i>Variance</i>
Post	164 321.1	135 487.7	28 833.4
Non-post	117 505.3	71 182.3	46 323.0
<b>Total</b>	<b>281 826.4</b>	<b>206 670.0</b>	<b>75 156.4</b>

## Annex II

### Resident coordinator system results framework

The following multi-annual results framework is presented pursuant to General Assembly resolution [76/4](#). Baseline years vary according to data availability at the time of or following the reform of the resident coordinator system in 2019. Targets are set by 2025, in line with the current cycle of the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

#### Objective 1

#### Resident coordinator system leadership

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

Corporate output	Indicator	Baseline	2025 target
1.1.1 Diverse and effective resident coordinators with profiles and skill sets tailored to the needs of countries	Percentage of resident coordinators:	46%	55%
	• from programme countries	50%	50%
	• who are women	(2019)	
	Percentage of programme country Governments agreeing the resident coordinator has the right profile and skill sets to support their country's development	78% (2019)	[95%/ 100%]
	Percentage of programme country Governments agreeing that the resident coordinator has displayed increased ability to serve as an entry point for easy access to United Nations offer	80% (2021)	95%
	Percentage of programme country Governments stating that the resident coordinator effectively leads the United Nations country team's strategic support for national plans and priorities in (strongly agree and agree)	(2019)	75%
	• Least developed countries	86%	90%
1.1.2 Effective resident coordinator office capacities in support of United Nations	• Land-locked development countries	77%	90%
	• Small island developing States	70%	90%
	• Middle-income countries	80%	90%
	Percentage of resident coordinator offices fully staffed with core professional capacities	77% (2021)	90%
	Percentage of resident coordinator offices that rate the support on networks for knowledge-sharing as "high" or "very high" in quality	49% (2020)	75%

Corporate output	Indicator	Baseline	2025 target
development system's efforts and impact in country	Percentage of United Nations country teams that rate the support by the resident coordinator office as "very effective" or "somewhat effective" in: <ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Economic transformation</li> <li>• Data and results reporting</li> <li>• Communications and advocacy</li> <li>• Partnerships and resource mobilization</li> </ul>	(2021) 90% 66% 84% 87% 71%	92% 92% 92% 92% 92%
1.1.3 Management and accountability framework implemented	Percentage of programme country Governments and United Nations country teams agreeing that the resident coordinator displays impartiality vis-à-vis United Nations entities: <ul style="list-style-type: none"> <li>• Programme country Governments</li> <li>• United Nations country teams</li> </ul>	31% (2019) n/a (new)	75% To be determined based on baseline
	Percentage of resident coordinators and United Nations country teams that state that the implementation of the management and accountability framework has improved in the past year (strongly agree and agree): <ul style="list-style-type: none"> <li>• Resident coordinators</li> <li>• United Nations country teams</li> </ul>	87% (2021) n/a (new)	90%
1.1.4 Effective Development Coordination Office support services provided to the United Nations development system	Percentage of United Nations Sustainable Development Group members that state the Development Coordination Office has effectively supported the entity's engagement with the Sustainable Development Group (strongly agree or agree)	86% (2021)	100%
	Percentage of relevant United Nations Sustainable Development Group members reporting that they complete the reform scorecard and share it with their governing body annually	n/a (new)	100%

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

Corporate output	Indicator	Baseline	2025 target
1.2.1 Visible and transparent system-wide results	Percentage of Cooperation Framework joint workplans published on the United Nations Sustainable Development Group data portal	66% (2021)	90%
	Percentage of annual United Nations country results reports produced and available	64% (2019)	100%
1.2.2 Effective joint advocacy and communications	Percentage of United Nations Sustainable Development Group members requiring country offices to contribute to the joint workplans of the Cooperation Framework in UN-Info	55% (2021)	90%
	Percentage of United Nations country teams with a communications strategy aligned with the Cooperation Framework	81% (2019)	85%

## Objective 2

### Convening and partnerships to deliver Sustainable Development Goal policy and financing solutions

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

Corporate output	Indicator	Baseline	2025 target
2.1.1 Enhanced capacities for high-quality Sustainable Development Goal analysis and tailored programming responses	Percentage of common country analyses that were updated in the past year	80% (2021)	95%
	Average number of entities of the United Nations development system that are signatories of Cooperation Frameworks	(2021)	
	• Entities with non-physical presence	5.6	7
	• Specialized agencies	5.2	7
	Percentage of programme country Governments stating that the Cooperation Framework is closely aligned to their country's development needs and priorities	92% (2019)	95%
	Percentage of programme country Governments considering the United Nations configuration to be adequately tailored to their needs and challenges	86% (2019)	90%
2.1.2 System-wide support to leave no-one behind	Percentage of United Nations country teams engaging in cross-border initiatives through the Cooperation Framework/United Nations Development Assistance Framework	57% (2021)	67%
	Percentage of joint programmes in United Nations country teams with a dedicated focus on the following sectors or themes:	(2021)	
	• Gender equality	18%	28%
	• Disability inclusion	5%	15%
	• Human rights	13%	23%
	• Leaving no-one behind	15%	25%
2.1.3 Data-driven and innovative solutions	Percentage of United Nations country teams supporting the Government in mainstreaming human rights into national development policies and programmes in the past year	84% (2020)	100%
	Percentage of United Nations country teams advising the Government on the use of new technologies and innovation to achieve the Sustainable Development Goals	68% (2020)	85%



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

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>
2.2.1 Strengthened partnerships for Sustainable Development Goal implementation and financing at all levels	Percentage of United Nations country teams that have international financial institution members:	(2021)	
	•World Bank	44%	60%
	•International Monetary Fund	21%	40%
	Percentage of programme country Governments stating that the United Nations country team engages meaningfully with the private sector (strongly agree and agree)	60% (2019)	80%
2.2.2 Enhanced national Sustainable Development Goal financing capacities	Percentage of United Nations country teams that provided support to Governments that requested the design and implementation of a national Sustainable Development Goal financing strategy	79% (2021)	90%
	Percentage of United Nations country teams with a Cooperation Framework which prepared a funding framework	18% (2020)	90%

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

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>
2.3.1 Strengthened synergies across development, humanitarian and peacebuilding interventions	Percentage of programme country Governments (where there is a multi-hatted resident coordinator) agreeing that the resident coordinator displayed strengthened ability to serve as an entry point for easy access to United Nations offer/expertise across the United Nations system	62% (2019)	80%
	Percentage of United Nations country teams in mission settings that have a joint mission-country team structure/mechanism in place	56% (2021)	80%
	Number of Cooperation Frameworks and humanitarian response plans that contain collective outcomes	7 (2021)	15

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

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>
2.4.1 Joint dialogues with Governments to identify priorities and ensure effective United Nations response	Percentage of United Nations country teams with a joint national-United Nations steering committee that met at least once in the past 12 months	64% (2020)	75%

Corporate output	Indicator	Baseline	2025 target
2.4.2 Inclusive consultations and feedback loops with other development partners	Percentage of United Nations country teams that consulted the following actors during the Cooperation Framework design phase: <ul style="list-style-type: none"> <li>• Civil society</li> <li>• Private sector</li> <li>• Academia</li> <li>• Development partners (bilateral and multilateral donors)</li> <li>• Women and girls</li> <li>• Youth</li> <li>• Persons with disabilities</li> <li>• Indigenous peoples</li> </ul>	88% (2020) 49% (2020) 42% (2020) 77% (2020) 50% (2021) 17% (2019) 13% (2021) 5% (2021)	95% 70% 70% 85% 85% 50% 50% 30%

### Objective 3

#### Management of the resident coordinator system

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

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

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

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

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

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>
3.3.1 Saved resources through system-wide efficiencies	Savings accrued from system-wide and entity-specific reform initiatives (total)	\$194 million (2021)	\$310 million
3.3.2 Business operations strategies implemented and monitored	Percentage of United Nations country teams reporting on business operations strategy implementation through the annual review of such strategies	n/a (new)	100%
3.3.3 Back-office functions consolidated into local shared services at country level	Number of common back offices established	4 (2019)	50
3.3.4 Premises consolidated into common premises, effectively and efficiently	Percentage of all United Nations premises that are common premises	22% (2021)	50%

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

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>
3.4.1 Resident coordinator system's commitments to gender parity and women's empowerment and opportunities are met	Percentage of resident coordinator system international Professional staff who are women	50% (2020)	50%
3.4.2 Effective monitoring and reporting of Secretary-General's policy on protection and response to sexual exploitation and abuse	Number of resident coordinators that have protection and response to sexual exploitation and abuse action plans in place	91% (2019)	100%
3.4.3 United Nations Disability Inclusion Strategy implemented	Percentage of United Nations Disability Inclusion Strategy indicators for which the Development Coordination Office meets or exceeds targets	58% (2021)	75%