Annex II

**Resident coordinator system results framework**

The following multi-annual results framework for the resident coordinator system is presented pursuant to General Assembly resolution 76/4. Baseline years vary according to data availability at the time of or following the reform of the resident coordinator system in 2019. Targets are set for reporting by the year 2025, against results achieved up to 2024, in line with the current cycle of the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

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

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

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

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

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

# **Objective 1**

# **Resident coordinator system leadership**

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

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| --- | --- | --- | --- | --- | --- | --- |
| *Corporate output* | *Indicator* | *Baseline* | *2025 target* | *2022*  *results* | | *Source* |
| 1.1.1 Diverse and effective resident coordinators with profiles and skill sets tailored to the needs of countries | Percentage of resident coordinators   * from programme countries * who are women | 46%  50%  (2019) | 58%  50% | 49%  50% | | Development Coordination Office |
|  | Percentage of resident coordinators ad interim in post | 18%  (2019) | 10% | 11% | | Development Coordination Office |
|  | Percentage of programme country governments agreeing that the resident coordinator has the right profile and skill sets to support their country’s development (strongly agree and agree) | 78%  (2019) | 95% | 90% | | Survey of national Governments |
|  | Percentage of 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)   * Least developed countries * Landlocked development countries * Small island developing States * Middle-income countries | (2019)  86%  77%  70%  80% | 90%  90%  90%  90% | 88%  88%  86%  94% | | Survey of national Governments |
| 1.1.2Effective resident coordinator office capacities in support of United Nations development system’s efforts and impact in country | Percentage of resident coordinator offices fully staffed with core professional capacities  Percentage of resident coordinator offices that rate the support on networks for knowledge-sharing as being of “good” quality | 77%  (2021)  49%  (2020) | 90%  75% | 56%  63% | | Development Coordination Office  UN-Info, information management system |
|  | Percentage of United Nations country teams that rate the support by the resident coordinator office as “very effective” or “somewhat effective” in:   * Strategic planning * Economic analysis and solutions * Data and results reporting * Communications and advocacy * Partnerships and resource mobilization | (2021)  90%  66%  84%  87%  71% | 92%  92%  92%  92%  92% | 90%  62%  86%  87%  77% | |  |
| 1.1.3Management and accountability framework implemented | Percentage of programme country Governments agreeing that, compared with the period prior to the reform, the resident coordinator displays strengthened or increased impartiality vis-à-vis United Nations entities (to a moderate and great extent) | 59%  (2019) | 90% | 80% | | Survey of national Governments |
|  | Rating of resident coordinators’ performance by United Nations country team members (on a scale from 1 to 7)*a* | 5.8 (2020) | 6 | | 5.9 | Development Coordination Office |
|  | Percentage of resident coordinators and United Nations country teams that state that the implementation of the management and accountability framework has improved in the past year (strongly agree and agree)   * Resident coordinators * United Nations country teams | 84% (2021)  87% (2021) | 90%  90% | 84%  80% | | Surveys of resident coordinators and of United Nations country teams |
| 1.1.4Effective Development Coordination Office support services provided to the United Nations development system | Percentage of United Nations Sustainable Development Group members that state that the Development Coordination Office has effectively supported the entity’s engagement with the Sustainable Development Group  (strongly agree or agree) | 86%  (2021) | 100% | 90% | | Survey of United Nations development system entity headquarters |
|  | Percentage of relevant United Nations Sustainable Development Group  members reporting that they complete the reform checklist and share it with their governing body annually | N/A  (new) | 100% | - | | Development Coordination Office |

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

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

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

# **Objective 2**

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

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

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| --- | --- | --- | --- | --- | --- |
| *Corporate output* | *Indicator* | *Baseline* | *2025 target* | *2022*  *results* | *Source* |
| 2.1.1 Enhanced capacities for high-quality Sustainable Development Goal analysis and tailored programming responses | Percentage of common country analyses that were updated in the past year | 80%  (2021) | 95% | 72% | Development Coordination Office |
|  | Average number of the following types of development system entities that are signatories of Cooperation Frameworks:   * Entities with no physical presence * Specialized agencies | (2021)  5.6  5.2 | 7  7 | 5.8  5.8 | UN-Info, information management system |
|  | Percentage of programme country Governments stating that the Cooperation Framework is aligned with their country’s development needs and priorities (very closely and closely) | 92%  (2019) | 95% | 92% | Survey of national Governments |
|  | Percentage of programme country Governments considering the United Nations configuration in-country to be adequately tailored to their needs and challenges (strongly agree and agree) | 86%  (2019) | 90% | 87% | Survey of national Governments |
|  | Percentage of Cooperation Frameworks/United Nations Development Assistance Frameworks that include cross-border initiatives | 57%  (2021) | 67% | 56% | UN-Info, information management system |
| 2.1.2 Strengthened system-wide support to eradicate poverty and leave no-one behind | Percentage of country-level joint programmes *c* in United Nations country teams addressing the following sectors/themes:   1. Poverty reduction and basic services*d* 2. Economic transformation and financing for developmente 3. Gender equality and women’s empowerment 4. Environmental sustainability*f* and disaster risk reduction 5. Leaving no-one behind*g* 6. Human rights*h* | 1. 65% (2020) 2. 16% (2020) 3. 44% (2020) 4. 17% (2021) 5. 17% (2021) 6. 11% (2021) | 90%  60%  80%  65%  65%  40% | 49%  23%  42%  13%  40%  20% | UN-Info, information management system |
|  |  |  |  |  |  |
| 2.1.3 Enhanced data-driven and innovative solutions | Percentage of United Nations country teams providing data against agreed common indicators on the United Nations development system contribution to advancing the Goals | N/A  (new) | 95% | 15% | UN-Info, information management system |
|  | Percentage of resident coordinator offices reporting that the use of innovative approaches*i* led to higher United Nations country team performance*j* | 38%  (2020) | 60% | 42% | Development Coordination Office |
|  |  |  |  |  |  |

*c* A joint programme is anchored in an approved Cooperation Framework and contributes to catalytic change, linked to one or more Cooperation Framework outcomes, country priorities and Sustainable Development Goals through more coherent and cross-sectoral approaches involving two or more entities in the United Nations country team, regardless of whether they are physically present or not (see also “[Guidance note on a new generation of joint programmes](https://unsdg.un.org/sites/default/files/2022-11/Final%20-%20UNSDG%20Guidance%20Note%20on%20a%20New%20Generation%20of%20Joint%20Programmes.pdf)”, Development Coordination Office, 2022).

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

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

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

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

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

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

*j* Defined as higher effectiveness, efficiency and/or usefulness for beneficiaries.

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

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

## *k* Defined by a memorandum of understanding or similar agreement.

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

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| --- | --- | --- | --- | --- | --- | --- |
| *Corporate output* |  | *Indicator* | *Baseline* | *2025 target* | *2022 results* | *Source* |
| 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 system (strongly agree and agree) | 62%  (2019) | 85% | 82% | Survey of national Governments |
|  |  | Percentage of United Nations country teams in mission settings that have a joint mission-country team structure/mechanism in place | 56%  (2021) | 85% | 84% | UN-Info, information management system |
|  |  | Percentage of United Nations country teams that work with humanitarian actors, as relevant, on:  Joint needs analysis  Complementary and joined-up planning | 56% (2020)  26% (2021) | 65%  65% | 61%  40% | UN-Info, information management system |

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

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| *Corporate output* | *Indicator* |  | *Baseline* | | *2025 target* | *2022 results* | *Source* |
| 2.4.1 Joint dialogues with Governments to identify priorities and ensure effective United Nations response | Percentage of United Nations country teams with a joint national-United Nations steering committee that met at least once in the past 12 months | | 64%  (2020) | 95% | | 82% | UN-Info, information management system |
| 2.4.2 Inclusive consultations and feedback loops with other development partners | Percentage of Cooperation Frameworks in the past year prepared in consultation with:   1. Parliamentarians 2. Civil society 3. Private sector 4. Universities/academia 5. Development partners (bilateral and multilateral donors) 6. Women and girls 7. Youth 8. Persons with disabilities 9. Indigenous Peoples | | 1. 53% 2020) 2. 87% (2020) 3. 77% (2020) 4. 63% (2020) 5. 67% (2020) 6. 29% (2021) 7. 46% (2021) 8. 18% (2021) 9. 14% (2021) | 1. 60%   1. 95% 2. 90% 3. 70% 4. 90% 5. 95% 6. 80% 7. 70% 8. 20% | | * 1. 22%   2. 89%   3. 68%   4. 51%   5. 89%   6. 70%   7. 70%   8. 54%   9. 19% | UN-Info, information management system |

# **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*

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| *Corporate output* | *Indicator* | *Baseline* | | | *2025 target* | *2022 results* | *Source* |
| 3.1.1 Strengthened resource mobilization to secure a sustainable funding base | Total funding raised for the resident coordinator system (annually)   * Voluntary contributions * 1 per cent levy * United Nations Sustainable Development Group cost-sharing | | $223 million (annual) (2019) | $281 million (annual) | | $196 million | Development Coordination Office |
|  | Number of Member State contributors to the special purpose trust fund (annually) | | 34 (2019) | 55 | | 27 | Development Coordination Office |
|  | Number of Member States committed to multi-year contributions to the special purpose trust fund | | 10 (2019) | 30 | | 9 | Development Coordination Office |
| 3.1.2 Effective and results-based management of the special purpose trust fund for the resident coordinator system | Percentage of special purpose trust fund annual utilization rate | | 78% (2019) | 90% | | 80% | Development Coordination Office |
|  | Cash reserve balance at the end of the year | | 15% of budget reserve (2021) | 15% of budget reserve | | 0% | Development Coordination Office |
| 3.1.3 Accountable management planning and governance | Percentage of audit and evaluation recommendations addressed to the Development Coordination Office and implemented by due date | | 32%  (2021) | 70% | | 43% | Development Coordination Office |

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

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

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

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| *Corporate output* | *Indicator* |  | | *Baseline* | *2025*  *target* | *2022*  *results* | *Source* |
| 3.3.1 Saved resources through system-wide efficiencies | Cost-efficiencies accrued from system-wide and entity-specific reform initiatives (total) | | $90 million  (2019) | | $ 310 million | $ 442 million | Development Coordination Office |
| 3.3.2 Business operations strategies implemented and monitored | Percentage of United Nations country teams annually monitoring and updating business operations strategies | | 60% (2020) | | 100% | 98% | Development Coordination Office |
| 3.3.3 Back-office functions consolidated into common back offices at country level | Number of common back offices designed and approved following the reform | | 0 (2019) | | 50 | 0 | Development Coordination Office |
| 3.3.4 Premises consolidated into common premises, effectively and efficiently | Percentage of all United Nations premises that are common remises | | 19% (2019) | | 50% | 30% | Development Coordination Office |

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

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