



Economic and Social Council

Distr.: General
29 April 2025

Original: English

2025 session

25 July 2024–30 July 2025

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

Six years into the repositioning of the resident coordinator system, 2024 was a hallmark year for the resident coordinator system. The resident coordinator system continued to deliver for countries, exploring new methods to mobilize United Nations country teams, donors and partners in support of national development needs and priorities. Resident coordinators have been at the forefront of convening country-level efforts to accelerate the delivery of the Sustainable Development Goals through robust coordination and convening functions.

Host Governments and contributing countries consistently expressed strong approval for the resident coordinator system's role in coordinating United Nations development system efforts and accelerating the implementation of the Sustainable Development Goals, which has resulted in improved alignment between the United Nations Sustainable Development Cooperation Framework with the national needs and priorities of programme countries. And yet, the financial resources for the resident coordinator system remain insufficient and continue to limit its ability to operate at full scale and pace.

There is a consistent demand for the resident coordinator system to scale up and better tailor its support to countries. With development funding becoming increasingly constrained, as the Secretary-General's UN80 initiative is under way, the resident coordinator system will have an integral role in shaping a more robust and efficient response to delivering sustainable development activities and outcomes at the country level. As the Secretary-General's representatives for sustainable development in countries, resident coordinators have a vital role in ensuring coherent responses by United Nations country teams to country priorities and ensuring more efficient operations while embedding any structural realignments that may eventually

* Reissued for technical reasons on 5 June 2025.



be decided upon by Member States in the context of UN80. Suffice to say, the resident coordinator system is the lynchpin of the reformed United Nations development system – and a launchpad for deepening reform initiatives. The imperative for further implementing the reforms, providing strategic guidance and scaling up support for the Sustainable Development Goals continues to rest with principals of the United Nations Sustainable Development Group.

In 2024, Member States responded to the Secretary-General's call for an increased portion of funding from the regular budget to provide a financial bedrock for the resident coordinator system. This bedrock provides a thin, but essential cushion for the resident coordinator system, enabling the system to provide a guaranteed minimum of support to countries. Despite this much welcomed decision, the majority of funding for the resident coordinator system originates from unpredictable sources – including the voluntary contributions and the 1 per cent coordination levy, which are likely to be further challenged by the constrained aid environment putting at risk the coordination function of the United Nations development system.

With a renewed impetus on existing reforms, and noting the request from the General Assembly to present a review on the financing of and governance over the resident coordinator system at its eighty-first session, the Chair of the United Nations Sustainable Development Group asked the Development Coordination Office to continuously undertake an assessment of their structures, including the capacities in resident coordinator offices, to ensure that we have the skills and capacities that are best suited to each country context. Resident coordinators are convening on issues of regional complexity including climate crises and trade. The past six years have enabled the resident coordinator system to be stress tested and a body of evidence and experience to be developed to inform this process. This recalibration process seeks to ensure a resident coordinator system that remains optimally configured to support countries priorities in their efforts to accelerate delivery of the implementation of the United Nations Sustainable Development Cooperation Frameworks and assist countries in their implementation of the Goals.

Over the course of the previous year, the Development Coordination Office and resident coordinators undertook the challenge to accelerate efforts, while being constrained, with aplomb. The present report sets out how the resident coordinator system has worked with the United Nations development system and their United Nations country teams to deliver for countries, in the myriad of different forms of challenges, opportunities and complexity.

I. Introduction

1. In 2024, the resident coordinator system remained at the core of efforts to drive country-level transformation for the Sustainable Development Goals in the last mile to 2030. Resident coordinators continued to play a key role in coordinating efforts by United Nations country teams to accelerate the advancement of the 2030 Agenda for Sustainable Development and addressing national needs and priorities. Resident coordinators brought together support across the United Nations Sustainable Development Group for Governments to foster stronger partnerships, provided entry points to the breadth of United Nations policy support and steered United Nations country teams' responses.

2. The United Nations development coordination function received increasingly favourable assessments, with an average of 88 per cent of host countries acknowledging increased resident coordinator leadership and push for common results in 2024. Notably, 87 per cent of host Governments indicated that United Nations system entities worked more collaboratively together, up from 83 per cent in 2023. Ninety per cent of host Governments agreed that the United Nations provided integrated policy advice, an upward trajectory from 88 per cent in 2023. Contributing countries similarly expressed positive sentiments, with 84 per cent agreeing that resident coordinators improved coherence and reduced duplication. Similarly, 88 per cent of United Nations country team members agreed that resident coordinators had successfully led the country team in providing support for changes in national policies and regulatory frameworks (84 per cent in 2023) and 76 per cent that resident coordinators helped convene stakeholders on sustainable development financing to support national Governments in their efforts to advance the Sustainable Development Goals (68 per cent in 2023).

3. Evaluations by the Office of Internal Oversight Services (OIOS) and the United Nations Sustainable Development Group System-wide Evaluation Office noted these improvements, while also highlighting areas for further refinement. The 2024 OIOS evaluation of the resident coordinator system in complex settings¹ highlighted that resident coordinators fostered a more unified United Nations programming approach. Yet, OIOS also noted the lack of capacities to meet additional demands increasingly placed upon resident coordinators and resident coordinator offices in these contexts and to continue to advance the implementation of the 2030 Agenda. A 2024 System-wide Evaluation Office summary² of 33 independent evaluations conducted between 2021 and 2024 noted that resident coordinators played key roles in enabling integrated United Nations policy advice and joint programming. Resident coordinators were found to facilitate engagement by smaller United Nations country team entities and entities without physical presence. They also supported United Nations country teams to increase Governments' capacity.

4. The volume and predictability of funding continues to affect the ability of the resident coordinator system to fully deliver on its functions and meet the expectations of Member States. In 2024, the General Assembly decided to allocate an additional \$53 million from the 2025 regular budget to fortify the resident coordinator system – in addition to the United Nations Sustainable Development Group cost-sharing, the 1 per cent coordination levy on tightly earmarked contributions and voluntary resources. The continued reliance on unpredictable voluntary contributions continues

¹ United Nations, Office of Internal Oversight Services (OIOS), "Evaluation of the resident coordinator system in complex settings", 19 December 2024.

² See https://ecosoc.un.org/sites/default/files/2024-10/UNSWE_Evaluation%20Evidence%20Brief_RC%20system_Oct24.pdf.

to affect the ability of the system to fully deliver at the scale and pace expected by Member States.

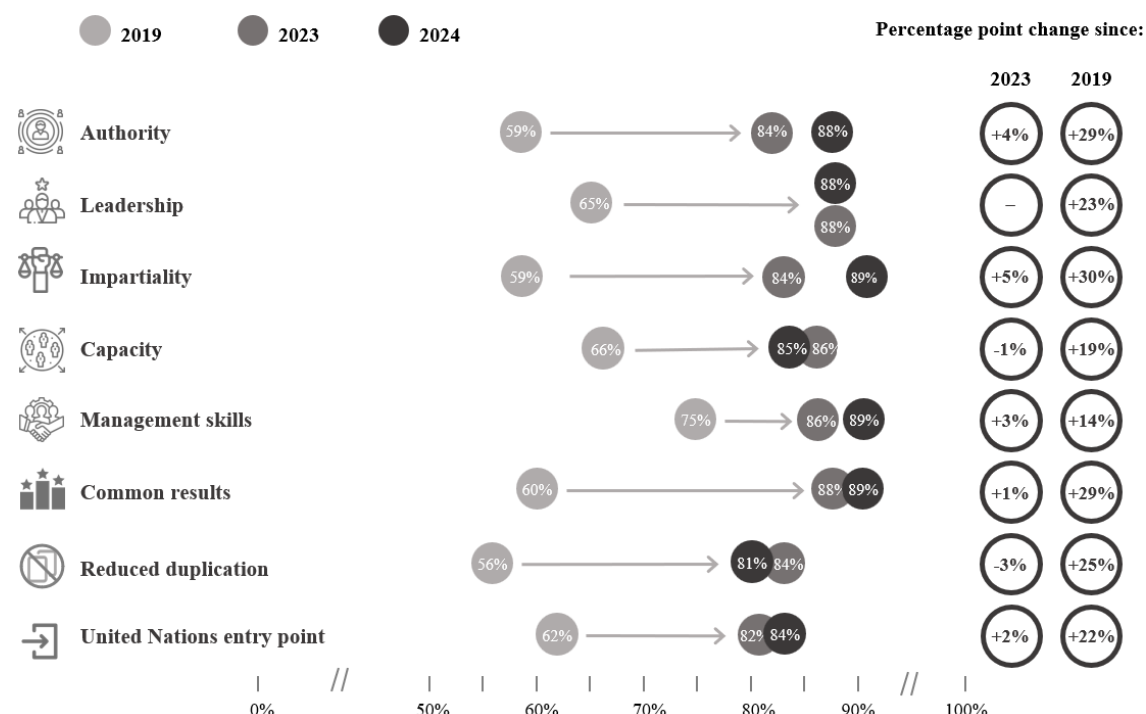
5. Six years since the initial repositioning, adjustments can be made to ensure optimal delivery of support to Member States as they seek to accelerate progress on the Sustainable Development Goals while maximizing the resources available. The Chair of the United Nations Sustainable Development Group has asked the Development Coordination Office to begin a recalibration of the resident coordinator system, including the Development Coordination Office itself. This recalibration exercise will ensure that the Development Coordination Office is optimally structured and capacitated. Updates on this comprehensive process will be provided through the appropriate forums, in addition to the review to be presented to the General Assembly at its eighty-first session, as requested by the Fifth Committee. The Economic and Social Council continued to be the main source of oversight and accountability for the resident coordinator system, as reaffirmed in the 2024 Quadrennial Comprehensive Policy Review (General Assembly resolution [79/226](#)).

II. Leadership at country, regional and global levels: strengthened resident coordinator system capabilities for sustainable development results

- (i) Enhanced resident coordinator/resident coordinator office leadership*
- (a) Diverse and effective resident coordinator leadership for targeted United Nations country team responses to country priorities

6. A new resident coordinator cohort is now in place. Seventy-five per cent of today's resident coordinators were appointed after the reform. Between 2023 and 2024, the Development Coordination Office supported resident coordinators in strengthening and consolidating their leadership functions. As a result, the high calibre of resident coordinators continued to be acknowledged, as evidenced by highly positive host Government feedback. The vast majority of host countries attested to resident coordinators' overall increased leadership and support accessing the breadth of the United Nations policy offer (see figure I).

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



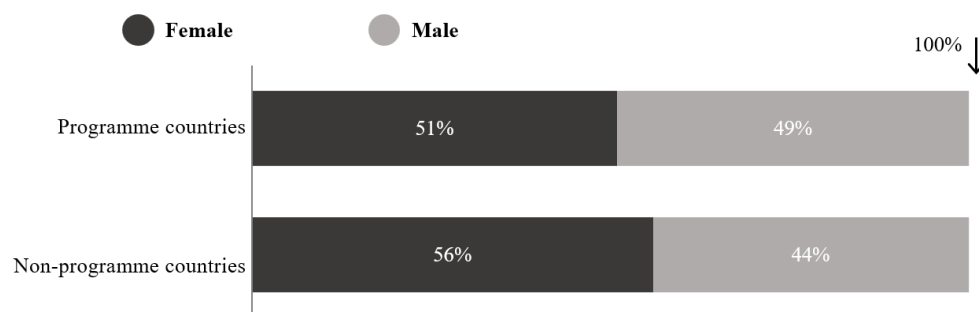
Source: Department of Economic and Social Affairs survey of host Governments, 2024.

7. The Development Coordination Office systematically consults host countries at the outset of the resident coordinator selection process, to ensure that the resident coordinator profile is tailored to country needs. This is reflected in the survey responses, with the vast majority of host Governments agreeing that resident coordinators have the right profile and skill sets for their country's development needs (88 per cent in 2024).

8. In 2024, the Development Coordination Office took steps to expedite the appointments of resident coordinators. As a result, resident coordinator vacancies reached a record low in 2024 (10 positions, 8 per cent of the total, compared with 18 per cent in 2023). United Nations entities' support in offering their United Nations country team representatives to serve as resident coordinators ad interim was important to ensure leadership continuity while recruitment was ongoing. Regular check-ins by the Development Coordination Office, continuous feedback and dedicated support continued to be part of the resident coordinators' year-long performance management. The Development Coordination Office also continued to ensure that gender balance is maintained. As of March 2025, 53 per cent of resident coordinators were women and 51 per cent were from programme countries (see figures II and III). In addition, resident coordinators now come from 26 United Nations entities, compared with 17 pre-reform, bringing broader diversity of professional backgrounds and skill sets. The second largest group of resident coordinators are now those from outside the United Nations (15 now compared with 4 pre-reform).³ There was also an increase in resident coordinators from programme countries (57 per cent in March 2025 versus 51 per cent in 2023).

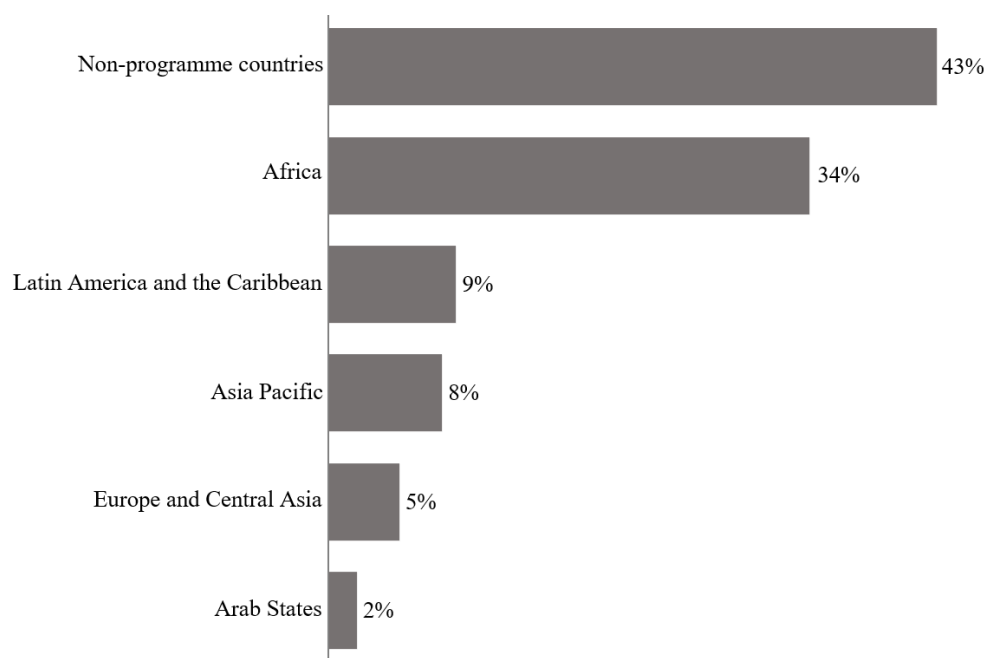
³ Additional resident coordinator statistics are available at https://dat.org/Home/_LBRCStatistics.

Figure II
Resident coordinator's gender by nationality



Source: DCO, March 2025.

Figure III
Resident coordinators by region of nationality



Source: DCO, March 2025.

9. The injection of more predictable resources gives the Development Coordination Office a footing to improve upon the provisions of intensive and sustained coaching, training and tailored support to all resident coordinators. This is particularly needed in fast-changing complex settings, where there are additional functions of the resident coordinator – for instance, designated official for Security, humanitarian coordinator and Deputy Special Representative of the Secretary-General. To ensure cost-effective solutions, the Development Coordination Office leveraged partnerships with external providers to provide learning opportunities at no cost, including with academic and training institutions.

10. Despite positive trends this year, efforts to diversify the resident coordinator pool were constrained by the lack of resources. The 2024 candidate intake to the Development Coordination Office and OCHA supported resident coordinator/humanitarian coordinator talent pipeline was paused and the number of candidates for

the resident coordinator assessment remained lower than planned, potentially leading to a smaller resident coordinator pool in the future. These measures could impact diversity in the resident coordinator ranks later on, should financial constraints continue. While there is gender balance across the resident coordinator system at a global level, efforts are now being made to ensure gender parity is also achieved among double and triple-hatted resident coordinators at the Assistant Secretary-General level.

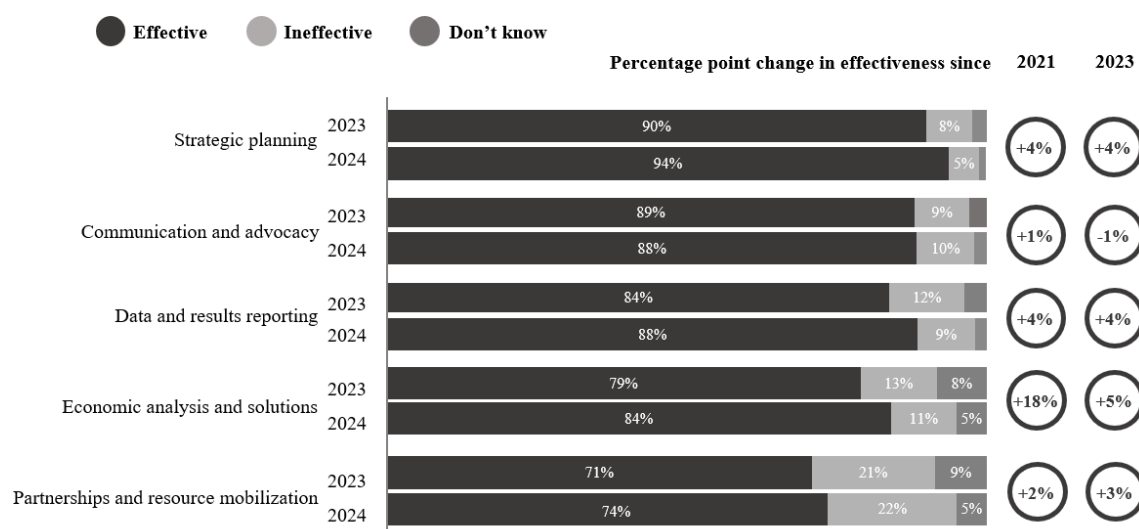
(b) Effective resident coordinator office capacities in support of resident coordinators and United Nations country teams efforts and impact

11. The core capacities in resident coordinator offices received positive United Nations country team ratings in 2024. Capacity gaps in functions such as partnerships, however, contributed to slightly less positive perceptions (see figure IV). Resident coordinator office staff strategically supported the resident coordinators and guided United Nations country teams in the development of new United Nations Sustainable Development Cooperation Frameworks in 44 countries in 2024.⁴ The resident coordinator offices coordinated analytical support from across the United Nations Sustainable Development Group for host countries' engagement in key development processes, including the twenty-ninth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change; the sixteenth meeting of the Conference of the Parties to the Convention on Biological Diversity; the sixteenth session of the Conference of the Parties to the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa; the fourth International Conference on Small Island Developing States; and implementation of agendas like the Doha Programme of Action for the Least Developed Countries for the decade 2022–2031 and the Sendai Framework for Disaster Risk Reduction 2015–2030. Resident coordinators' office staff supported United Nations country teams in identifying and addressing bottlenecks for delivering the Goals, facilitating partnerships and financing, and monitoring progress on United Nations country team results. Their contributions are documented and available on the Development Coordination Office website.⁵

⁴ Ten United Nations Sustainable Development Cooperation Frameworks were designed, while 34 started the design process.

⁵ See <https://un-dco.org/>.

Figure IV
United Nations country team members ratings of support from the resident coordinator offices



Source: Department of Economic and Social Affairs survey of United Nations country team members, 2023 and 2024.

12. Several resident coordinator offices benefited from supplementary coordination capacities supported by non-core resources, including from United Nations Volunteers and the Junior Professional Officer programme managed by the Department of Economic and Social Affairs. In 2024, 281 United Nations Volunteers (124 national and 157 international) and 24 Junior Professional Officers supported resident coordinator offices. The support of United Nations Volunteers strengthened the coordination offer on country-specific priorities, such as youth mobilization and engagement in Bosnia and Herzegovina and Jamaica. Junior Professional Officers supported resident coordinator offices in the delivery of activities, including support for planning, partnerships and evaluation activities.

13. In response to national requests and in line with quadrennial comprehensive policy review mandates, some resident coordinator offices also hosted advisory capacities to support United Nations country teams in delivering on the United Nations Sustainable Development Cooperation Framework priorities. The most widespread are peace and development advisers and officers, through the joint United Nations Development Programme (UNDP)-Department of Political and Peacebuilding Affairs programme, and human rights advisers through the Office of the United Nations High Commissioner for Human Rights and the human rights mainstreaming multi-donor trust fund. In 2024, 42 international peace and development advisers and 40 national peace and development officers were deployed. In 2024, human rights advisers were deployed in 42 countries, in consultation with host Governments. In Zambia, the human rights adviser provided analysis to inform United Nations country team support of the Government's multi-year plan on advancing the rights to food and education, resulting in approximately a threefold increase in the 2024 national budget allocation for universal school feeding. Despite the growing demand for advisory support, both programmes continued to downsize due to decreasing resources. The joint Programme cut 50 per cent of its international cadre and the trust fund closed at the end of 2024, with the Office of the United Nations High Commissioner for Human Rights absorbing the cost of deployment for the human rights advisers as at 2025.

14. Other advisory capacities are focused on specific priority themes according to country contexts. Additional expertise funded outside the resident coordinator system

special purpose trust fund includes gender advisers by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), climate action experts supported by the United Nations Environment Programme and Sustainable Energy for All, and durable solutions advisers through the Hub for Coordination of Solutions to Internal Displacement previously in UNDP and now hosted in the Development Coordination Office, among others. United Nations Sustainable Development Group entities' contributions to resident coordinator offices through secondments, as well as in-kind contributions were critical in many different settings to reinforce the resident coordinator system leadership in country. Some resident coordinator offices also hosted functions to support global pooled fund joint programmes – as in Liberia, Sierra Leone and Uganda for the Spotlight Initiative; Guatemala, the Niger and South Sudan for the Peacebuilding Fund; and Timor-Leste and the Federated States of Micronesia for the Joint Sustainable Development Goals Fund. Despite resource uncertainty, resident coordinators will continue to work across the United Nations Sustainable Development Group to bring in the expertise that host countries need.

15. The Development Coordination Office deployed rapid surge capacities to several countries to support ongoing operations in response to sudden crises. In 2024, these senior development specialists supported 12 resident coordinator offices with strategic management and operational planning, United Nations reconfigurations and mission transitions. For example, in Iraq, the Development Coordination Office surge officer supported a United Nations country team capacity-mapping in the context of the departure of the United Nations Assistance Mission for Iraq (UNAMI) and the Government's request to recalibrate the United Nations presence towards strengthened economic cooperation. In Yemen and Ukraine, support was provided to help articulate a clear United Nations country team offer focused on mitigating further Sustainable Development Goal reversals. In Egypt, support was provided to help address the complex cross-border development impacts of crises in the region. In 2024, demand for surge support outstripped supply. The recalibration exercise will examine how more flexible, demand-driven support can be provided to countries, including in complex settings.

16. To foster knowledge-sharing and enhance resident coordinator office capacity, the Development Coordination Office continued to invest in platforms for exchanges and training. For instance, ahead of the fourth International Conference on Small Island Developing States, the Development Coordination Office and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States facilitated peer exchanges across relevant resident coordinators and resident coordinator offices on critical challenges, including climate change and debt vulnerabilities, as well as opportunities. This enabled better alignment of the United Nations offer to the Antigua and Barbuda Agenda for small island developing States. Given recent and upcoming United Nations mission closures, the Development Coordination Office established dedicated platforms to facilitate transfer of knowledge across United Nations country teams. The experience in Mali with transition planning, liquidation and capacity-mapping helped similar exercises in Iraq, Somalia and the Sudan. In addition, the Development Coordination Office organized – working closely with United Nations Sustainable Development Group members – global webinars, clinics and trainings on topics such as collaboration between the United Nations and international financing institutions, food systems transformation and strategic communications.

17. Resident coordinator office gender and geographical diversity continued to improve. By the end of 2024, 54 per cent of resident coordinator office staff was female (53 per cent in 2023), including an increase at the P-5 level from 45 per cent

in 2023 to 53 per cent in 2024. International staff from programme countries remained steady: 53 per cent in 2024 (52 per cent in 2023).

18. Nevertheless, resident coordinator offices faced significant capacity constraints stemming from pauses in recruitment due to funding shortages and staff attrition. Only 33 per cent of resident coordinator offices were fully staffed in 2024. These gaps led to underdelivery in some areas and an overreliance on temporary staff, secondments, and consultants. Resident coordinator offices in mission transition and post-mission settings encountered particularly acute challenges. For example, the closure of the United Nations Multidimensional Integrated Stabilization Mission in Mali and the United Nations Integrated Transition Assistance Mission in the Sudan resulted in a significant loss of information and analytical capabilities, affecting ability of the resident coordinators and the United Nations country teams ability to assess and manage risks optimally. The Board of Auditors also recommended increased resourcing for mission transition planning within both the Development Coordination Office and the Department of Peace Operations.⁶ They further recommended that the United Nations should seek predictable funding resources to address residual peace challenges in contexts of mission drawdowns.

19. Looking ahead, the resident coordinator office capacities will need to be strengthened to meet different country demands. Resident coordinator offices have highlighted the need for greater investment in integrated policy expertise, systems thinking and Goal financing to support United Nations country teams and their engagement with diverse stakeholders. Furthermore, more sustainable solutions must be found to address overreliance on temporary staffing solutions, improve induction and performance management, and ensure predictable advisory capacities.

(ii) *Strengthened development coordination at the regional level*

20. In 2024, the Development Coordination Office regional teams, with outposted Development Coordination Office headquarters capacities,⁷ continued to optimize support for resident coordinators by operating in time zones aligned with host countries, and enhancing programming outcomes through dedicated support to resident coordinators and regional coordination mechanisms aimed at fully leveraging the analytical, programming and policy expertise of the United Nations at the regional level, working in close coordination with the rest of the United Nations' regional architecture.

21. The Development Coordination Office regional directors supported country-level programming of the United Nations country teams, including through the regional inter-agency mechanism chaired by the regional directors in support of the design of Cooperation Frameworks, bringing together all relevant United Nations entities at the regional level. These platforms enable the resident coordinators to effectively facilitate access to expertise across United Nations Sustainable Development Group entities in the development of the Cooperation Frameworks. In Africa, this led to more strategic and prioritized Cooperation Frameworks in six countries in 2024, including frameworks centred around transformation on jobs and social protection in Djibouti, food systems in Sierra Leone and just economic growth in Namibia. In Europe and Central Asia, the team provided quality assurance and support for the design of 12 Cooperation Frameworks, for example for Kazakhstan to better anticipate emerging trends, risks and needs through systems thinking and foresight tools. The regional team in the Arab States collaborated with the resident coordinator/humanitarian coordinator in the Syrian Arab Republic to finalize the

⁶ A/79/5 (Vol. II).

⁷ Situated in Amman, Bangkok, Istanbul, Panama and Addis Ababa (with sub-offices in Dakar and Lusaka to support Africa's 54 countries).

Syrian Arab Republic early recovery strategy and start elaborating the Syrian Arab Republic transitional action plan, as the country faced a turning point. The Development Coordination Office regional team in the Asia-Pacific region mobilized regional expertise to integrate economic diversification, climate action and youth-focused programming into the United Nations Sustainable Development Cooperation Framework for Timor-Leste. In Latin America and the Caribbean, the regional team supported resident coordinators and United Nations country teams in their response to national priorities towards poverty eradication, leaving no one behind, climate action and disaster risk reduction in Cooperation Frameworks designed for Argentina, Cuba, Guatemala, Mexico, Panama and Uruguay.

22. The Development Coordination Office regional teams facilitated the provision of expertise for resident coordinators and United Nations country teams on Sustainable Development Goals policy, partnerships and capacity-building, including on development planning, macroeconomic policies, data and statistics, tax administration, trade and economic diversification, climate change, gender, infrastructure development, digital technology, curtailing illicit financial flows and many other areas, thanks to the expertise of the Regional Commissions, United Nations entities at the regional levels and other partners. In Europe and Central Asia, a partnership with the United Nations Framework Convention on Climate Change helped train resident coordinator office economists and partnership officers on carbon markets. This enhanced the United Nations country teams' ability to support Governments on climate finance mechanisms. In Africa, the regional team provided guidance to support the resident coordinator office economists developing joint regional policy analysis to support United Nations country team initiatives valued at \$110 million under the African Development Bank Climate Action Window. Thanks to the Economic Commission for Africa, resident coordinator office economists were trained on economic diversification and localization of the African Continental Free Trade Area Agreement. The regional team in Latin America and the Caribbean supported knowledge exchanges to strengthen capacities across the region for private sector engagement and integrated financing. In the Asia-Pacific region, support to a United Nations country team exchange platform in Iran boosted data, digital and behavioural science skills in the Pacific, and enhanced a shared digital knowledge management platform for the multi-country resident coordinator offices. In the Arab States, analysis of international financial institutions and Gulf Cooperation Council engagement opportunities enabled a more strategic, unified approach to partnership and resource mobilization in the region.

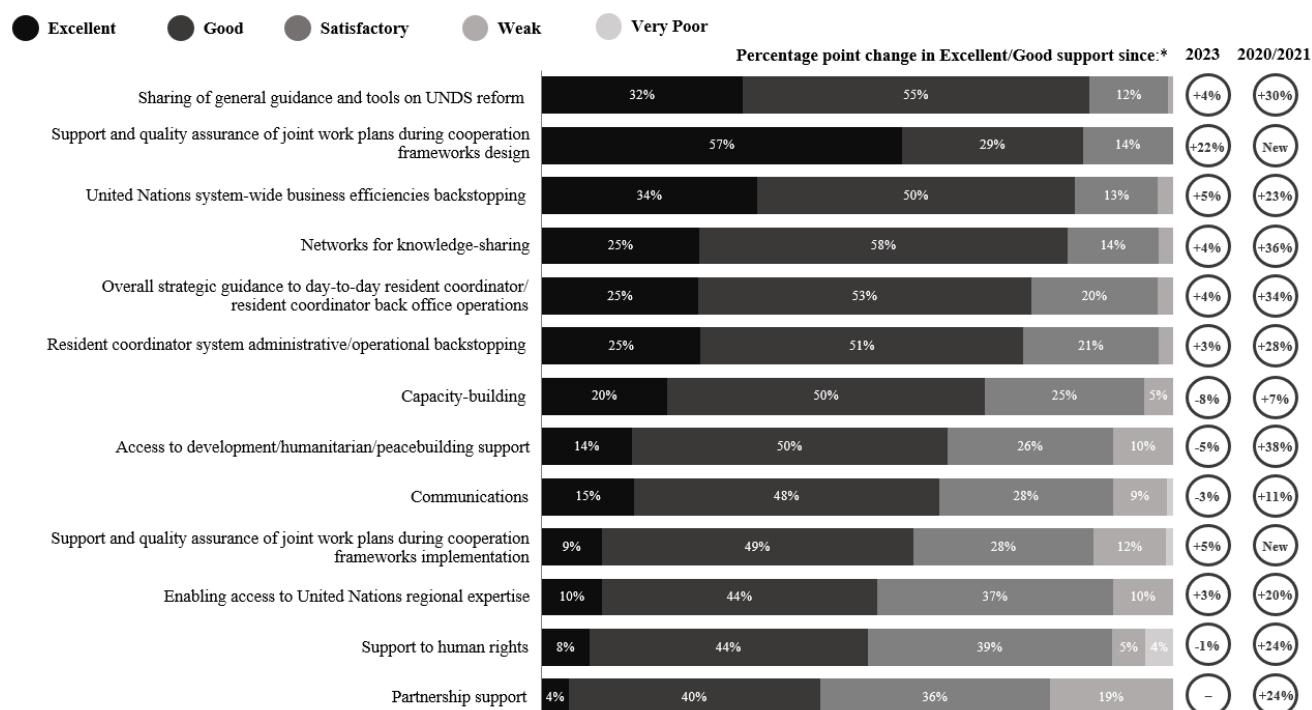
23. The Development Coordination Office regional teams supported analytical and programmatic initiatives on complex transboundary issues, working closely with relevant United Nations entities. In the Central Sahel, the Africa team coordinated United Nations regional resources, for example the Economic Commission for Africa and Joint Sustainable Development Goals Fund investments to provide cross-border surge support to United Nations country teams creating at-scale development programmes with participating Governments. In Burkina Faso, programmes were developed on food systems, stabilization and cross-border community cooperation. In the Niger, programmes were created on food systems, transforming education, youth employment and socioeconomic governance. The regional team identified strategic investment opportunities with donors in Algeria, Côte d'Ivoire, the Democratic Republic of the Congo, Egypt, Ethiopia, Kenya, Morocco, Mozambique and Tunisia. The regional teams in Europe and Central Asia, the Arab States and the Asia-Pacific region jointly facilitated high-level coordination for a transboundary climate adaptation project in the Euphrates-Tigris basin, mobilizing around \$400,000 for United Nations Environment Programme (UNEP)-led research and regional climate resilience efforts. The regional teams for Arab States and Europe and Central

Asia also worked with the United Nations Framework Convention on Climate Change to bring together technical expertise and advance development of nationally determined contributions 3.0 with UNEP, UNDP and the nationally determined contributions partnership. In Europe and Central Asia, collaboration between the Development Coordination Office and the Economic Commission for Europe (ECE) addressed transboundary dimensions, such as trade and transport connectivity, as well as environmental governance in shared common country analysis for Central Asia and the Western Balkans, engaging economists in the resident coordinator offices and United Nations country teams. The regional team in Europe and Central Asia also partnered with the regional offices of UN-Women and United Nations Population Fund (UNFPA) to strengthen data governance in Armenia, Kyrgyzstan and the Republic of Moldova.

24. The Development Coordination Office regional teams supported regional development coordination through the regional collaborative platforms, presided by the United Nations Sustainable Development Group Chair. As part of the regional collaborative platform secretariat, including the regional commissions and UNDP, the Development Coordination Office regional teams help to bridge country-level and regional efforts to facilitate access to system-wide expertise for resident coordinators and United Nations country teams, harnessing regional resources and expertise of the United Nations development system.

25. Resident coordinator office satisfaction with the regional Development Coordination Office support is clear on aspects including developing and quality assuring Cooperation Frameworks, facilitating networks for knowledge-sharing, accessing United Nations regional expertise, and overall strategic guidance to day-to-day resident coordinator/resident coordinator office operations, including backstopping efficiency efforts. However, the lack of resources for learning and for dedicated regional communication support is also evident (see figure V).

Figure V
Resident coordinator offices ratings of support provided by the Development Coordination Office regional teams



Source: Information Management System survey, 2024.

Note: * refers to the change in respondents selecting “Excellent” or “Good” rating in 2024 relative to respondents selecting “Excellent” or “Good” rating in 2023 and, respectively, relative to the most positive category of choice in 2020 and 2021, which serve as oldest available baseline (“Good” – the categories included in 2020 and 2021 being “Good”, “Adequate”, “Inadequate”, and “No support”).

26. The Development Coordination Office regional teams lack sufficient capacities to respond to all country-level needs. In particular, the lack of dedicated Goal financing and partnership expertise hinders linkages with regional multilateral entities or international financial institutions. Limited capacity also constrained opportunities for the teams to support the development of multi-country solutions and transboundary, regional and thematic work across different country typologies.

27. Addressing these issues will require a recalibration of the Development Coordination Office regional teams, coupled with improved coordination and collaboration across all regional United Nations Sustainable Development Group counterparts, as well as United Nations specialized agencies with no presence in the regions, to unlock the support needed for resident coordinator offices and United Nations country teams to deliver at their full potential.

(iii) *Strengthened development coordination support globally*

28. The Development Coordination Office in New York steers and oversees 1,151 core staff worldwide (as of 2025). The Office ensures diverse and skilled resident coordinator leadership through resident coordinator recruitment, tailored training and peer-learning networks. It equips resident coordinators and United Nations country teams with tools, guidance and expertise leveraged across the system for Goal acceleration to translate global priorities into country-specific initiatives. They do so while managing, in parallel, human resources, information and communications

technology, budget, finance, property and assets to deliver results amid funding constraints. The Development Coordination Office also supports the Chair of the United Nations Sustainable Development Group as they lead the Group, setting strategic direction for the United Nations development system and in identifying solutions for Goal acceleration.

29. In support of resident coordinator efforts to drive coherent programming, in 2024 the Development Coordination Office worked closely with the United Nations Sustainable Development Group entities to draw on their expertise and connect it to their needs. For example, the Office overhauled the guidance on the United Nations country teams' analytical role to ensure that risk-informed analytics and strategic foresight inform programme design. the Development Coordination Office worked with relevant United Nations Sustainable Development Group entities to develop an interactive guide for resident coordinators and United Nations country teams on food systems transformation and entry points for integrated programming at the national level. Furthermore, the Development Coordination Office led a mapping to share United Nations Sustainable Development Group and United Nations country team good practices on collaboration between the United Nations and international financing institutions at the country level. The Development Coordination Office supported resident coordinators and United Nations country teams with the design and quality assurance of a pipeline of Joint Sustainable Development Goals Fund and Spotlight Initiative high-impact programmes. The Development Coordination Office also drove efforts to streamline and enhance support to resident coordinators in complex settings in advancing progress towards the Goals, working closely with Department of Political and Peacebuilding Affairs, Department of Peace Operations and the Office for the Coordination of Humanitarian Affairs. In 2024, the Development Coordination Office assumed the hosting of the inter-agency Hub for Coordination of Solutions to Internal Displacement. the Development Coordination Office also supported resident coordinators and United Nations country teams with implementing the programmatic aspects of United Nations system-wide strategies on youth engagement, disability inclusion, gender equality, anti-racism, Indigenous rights and protection from sexual exploitation and abuse. The Development Coordination Office also facilitated country-level coherence to advance the Secretary-General's priority initiatives as Early Warnings for All, Just Energy Transitions and Critical Energy Minerals, informing resident coordinators, connecting them with tools and expertise from the United Nations development system and promoting system-wide engagement in countries.

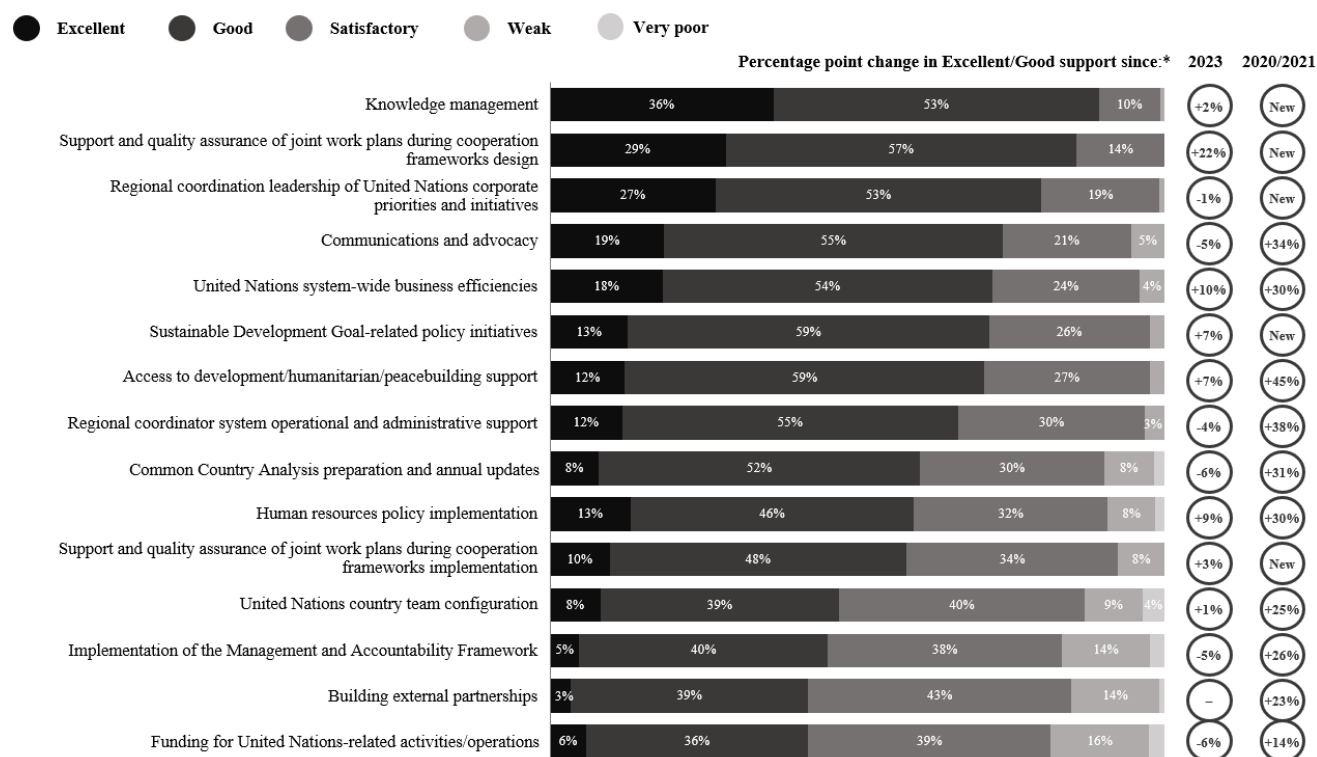
30. The Development Coordination Office continued to advance gender parity, disability inclusion and anti-racism also within the resident coordinator system. Aligned with the new United Nations system-wide gender parity strategy, the Development Coordination Office updated internal resident coordinator system guidance on flexible working arrangements and ensured that staff were fully briefed on strategies related to parental leave, mental health, well-being and caregiving support. The Office also continued to provide significant guidance and technical support to resident coordinator offices and United Nations country teams to advance disability inclusion, promoting physical and information and communications technology accessibility and inclusive human resources practices. The awareness of "reasonable accommodation" meant an increase from 3 requests in 2023 to 12 in 2024. A partnership with the United Nations Volunteers programme placed 11 volunteers with disabilities in the resident coordinator system, with 10 more under recruitment at the end of 2024. In support of the Secretary-General's strategic action plan on addressing racism and promoting dignity for all in the United Nations Secretariat, the Development Coordination Office developed its own 2025–2027 action plan, appointing regional anti-racism advocates to oversee implementation.

31. The Development Coordination Office supported resident coordinators and United Nations country teams with operationalization of system-wide strategies and intergovernmental outcomes at the country level, including support to over 100 national initiatives with Governments ahead of the Summit of the Future. The Development Coordination Office supported the United Nations Sustainable Development Group Chair in convening United Nations development system entities to articulate a common offer of support to Member States in developing the Pact for the Future. The Development Coordination Office worked across the United Nations, including with Department of Economic and Social Affairs, Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States and the Secretary-General's Climate Action Team, to utilize resident coordinator expertise for key intergovernmental forums, such as the fourth International Conference on Small Island Developing States and the Conferences of the Parties to the Conventions on climate, biodiversity and desertification.

32. Moving quickly after the release of generative artificial intelligence models, the Development Coordination Office launched a Digital Solutions Lab to help the resident coordinator system harness artificial intelligence and automation, developing over 20 use cases with the Development Coordination Office units and resident coordinator offices. The Development Coordination Office is investing in a strategy to scale up artificial intelligence/automation experiments. The Office seeks to reimagine its data management to reduce information and reporting overloads, improve value proposition to United Nations country teams and governments, and ensure that the Office is fit to rise to current challenges.

33. There has been a steady increase in resident coordinator offices' ratings of the Development Coordination Office support, particularly for Goal initiatives, United Nations corporate priorities, cross-pillar collaboration in complex settings, United Nations Sustainable Development Cooperation Framework quality assurance, human resources and efficiencies (see figure VI). Support on communication can be further strengthened. Resident coordinator offices have been increasingly requesting support on human rights, indicating a need to further strengthen access to relevant expertise and capacity-building from relevant United Nations entities. Resident coordinator offices expressed less satisfaction with support for funding access, partnerships and management and accountability framework implementation. This may be attributable to demand for resources from global and country-level pooled funds outstripping capitalization, and system-wide matters which require careful examination, such as United Nations entities business models and incentive systems.

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



Source: Information Management System survey, 2024.

Note: * refers to the change in respondents selecting “Excellent” or “Good” rating in 2024 relative to respondents selecting “Excellent” or “Good” rating in 2023 and, respectively, relative to the most positive category of choice in 2020 and 2021, which serve as oldest available baseline (“Good” – the categories included in 2020 and 2021 being “Good”, “Adequate”, “Inadequate”, and “No support”).

34. As secretariat for the United Nations Sustainable Development Group, the Development Coordination Office supported the Group’s Chair with convening the principals of 38 United Nations entities to coordinate policy formulation and decision-making on sustainable development. For example, the Development Coordination Office is supporting the Group’s review of the management and accountability framework, expected to conclude in 2025, and the United Nations Sustainable Development Group Business Innovations Group, linking global and country-level efficiency efforts. The share of Group members who agreed that the Development Coordination Office effectively supported their entity’s engagement with the Group remained high at 93 per cent.

35. The Development Coordination Office supported the Chair of the United Nations Sustainable Development Group in consultations with Member States and United Nations development system entities to formulate a new funding compact, which was welcomed by Economic and Social Council (resolution 2024/19) and the General Assembly (resolution 79/226) in 2024. Subsequently, the Development Coordination Office also launched a process to support country-level implementation of the funding compact commitments by the United Nations development system and the donor community through tailored funding dialogues co-hosted with Governments in 34 countries in 2024. A further 51 dialogues are already scheduled for 2025. These

dialogues are essential for grounding the commitments into action at the country level.

36. In the last quarter of 2024, the Development Coordination Office provided information to support the deliberations of Member States deliberations for a new quadrennial comprehensive policy review cycle. Working with the Department of Economic and Social Affairs and the System-wide Evaluation Office, the Development Coordination Office facilitated extensive briefings on progress of development system reforms, aiding Member States in reviewing progress and formulating system-wide guidance in the quadrennial comprehensive policy review resolution.

37. Nevertheless, important areas for improvement remain to meet growing demands and maximize impact. The increased need for information and data for decision-making requires stronger in-house capacities to ensure timely analysis and quality control. Knowledge management needs to be strengthened, including an overhaul of the exchange platforms to make them more agile, ensuring they serve as effective hubs for peer learning and problem-solving. Strengthening the ability to leverage innovation and digitalization will also be critical.

III. Convening and partnerships to deliver Sustainable Development Goal policy and financing solutions: transformative results for Goal acceleration

38. Resident coordinators endeavour to shape the new generation of United Nations country teams to be more attuned to national needs and focused on delivering joint responses to maximize their impact. Across the world, all United Nations country teams (except in the Democratic People's Republic of Korea) transitioned to Cooperation Frameworks. In 2024, 10 United Nations country teams designed their second Cooperation Framework cycle. In 2024, 98 per cent of host Governments agreed that the activities of the United Nations, as articulated in the Cooperation Framework, and the country's development needs and priorities were very closely or closely aligned (compared with 94 per cent in 2023). Similarly, 98 per cent of host Governments agreed or strongly agreed that the Cooperation Framework ensured that United Nations activities were effectively responding to national priorities, including on the delivery of the Sustainable Development Goals (compared with 96 per cent in 2023).

39. To support Governments with Sustainable Development Goals acceleration, Cooperation Frameworks increasingly adopted a systems' approach for Goal acceleration targeting system transformations defined together with Governments to maximize synergies across multiple Goals. For instance, the 2025–2029 Cooperation Framework for Rwanda applies an integrated approach to sustainable development, integrating job creation and economic growth with natural resource management and environmental resilience. The 2025–2029 Cooperation Framework for Namibia defines the United Nations value proposition across four key areas – governance, economic transformation, green growth and human development – leveraging technical assistance and policy expertise to support system transitions.

40. Resident coordinators prioritized more inclusive United Nations country team configuration to effectively implement this systems' approach, coordinating an average of 22 entities for each United Nations country team, including non-resident entities. United Nations entities have increasingly embraced new ways of working. For example, the Food and Agriculture Organization of the United Nations in Indonesia established a technical team to support the common country analysis and Cooperation Framework formulations, including to integrate a holistic agrifood

systems approach into the Framework. In 2024, 92 per cent of host Governments (90 per cent in 2023) agreed that United Nations country team staff had the right mix of capacities and skills to support the country's development, and 66 per cent that it was easy to access technical expertise from United Nations entities not physically present (from 58 per cent in 2023). They continued to agree that resident coordinators facilitated United Nations-Government dialogue on needs-based and tailored United Nations country presence (86 per cent in 2024 and 87 per cent in 2023). Most contributing countries also agreed that the resident coordinator system helped scale up collective action for the Sustainable Development Goals (90 per cent in 2024 and 91 per cent in 2023).

41. However, there was a slight decrease in the perceptions of host Governments agreeing that resident coordinators effectively led strategic United Nations country team support for national plans and priorities (92 per cent in 2023 to 89 per cent in 2024). Preliminary findings of the System-wide Evaluation Office evaluation note that the level of attention to Cooperation Framework design and quality is not matched with equal support for collective implementation. Resident coordinators face challenges in ensuring meaningful derivation of country programming instruments from Cooperation Frameworks. This is partly because entities tend to prioritize their mandates and global plans. Currently, 21 per cent of United Nations country team entities do not derive their programming instruments from the Cooperation Framework.⁸ United Nations country team configuration exercises have yet to transform country-level presence or expertise, highlighting the need to improve the way the exercise is conducted, and the imperative to address entity-specific operating models and incentive systems posing a challenge, including funding. The Development Coordination Office is working with United Nations Sustainable Development Group partners to recalibrate the Cooperation Framework guidance and the management and accountability framework. These weaknesses also continue to need attention by Member States, including in entity-specific governing bodies, to shift business models and incentive systems, which would enable United Nations country teams to collaborate around joint results.

(i) *Integrated, inclusive and innovative policy and programming responses to eradicate poverty and leave no one behind*

42. Resident coordinators led United Nations country teams to leverage global processes to boost systems transformation for poverty eradication and Goal acceleration. For example, in preparation for the Summit of the Future, the United Nations country team in China laid the groundwork with a series of pre-summit dialogues, workshops and forums on themes such as artificial intelligence governance, youth empowerment, climate action and sustainable investments. Seizing opportunities offered by the twenty-ninth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, sixteenth meeting of the Conference of the Parties to the Convention on Biological Diversity and the sixteenth session of the Conference of the Parties to the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa resident coordinators also propelled political momentum for policy integration across the economic, environmental and social dimensions of sustainability. The resident coordinators in the three host countries (Azerbaijan, Colombia, and Saudi Arabia) worked together to promote national planning instruments alignment under each Convention. Resident coordinators worldwide worked with United Nations country teams to define offers of support to Governments that aligned with these areas. For example, in Brazil, Ethiopia,

⁸ UN-Info, Information Management System survey, 2024.

Indonesia, Jordan, Kazakhstan and Türkiye, the United Nations country teams supported alignment between food systems transformation and climate action.

43. Resident coordinators also leveraged national processes to foster policy shifts for Sustainable Development Goals acceleration. In Panama, a collaboration between UN-Women, UNDP, United Nations Children's Fund (UNICEF) and UNFPA, under resident coordinator leadership, enabled strategic engagements with government ministries which delivered transformative leap towards gender equality through the adoption of Law 431 (2024), establishing the National Care System. In Zambia, a coordinated effort by UNDP, United Nations Educational, Scientific and Cultural Organization, and UNICEF brought together Government, private sector, and civil society partners for enhanced digital infrastructure and inclusion of marginalized communities through information and communications technology hubs and digital literacy programmes.⁹ In El Salvador, the resident coordinator office facilitated multi-stakeholder coordination and aligned United Nations support to Government for the launch of a joint action plan on employment, youth and opportunities. 93 per cent of host Governments (86 per cent in 2023) indicated that resident coordinators and United Nations country teams provided support for needed changes in national cross-sectoral policies and regulatory frameworks to advance the Goals.

44. The resident coordinators brought together United Nations country teams to design of collective programmes for systems transformation, enabling the development system to address multiple Sustainable Development Goals simultaneously. In 2024, the Joint Sustainable Development Goals Fund established 136 new joint programmes focused on food systems, energy, digitalization, jobs and social protection across 90 countries, with a total of \$152 million. These initiatives aim to catalyse over 230 new and enhanced policy reforms, benefit more than 27 million people, and mobilize over \$250 million in Goal financing in the coming years. For instance, in the Plurinational State of Bolivia, the United Nations country team is implementing a programme to improve agriculture for vulnerable farmers by enhancing agrobiodiversity, preventing malnutrition, recovering ancestral knowledge, aligning supply with demand and exploring new markets. In Ethiopia, a programme trains and connects smallholder farmers to markets, bolstering agribusiness, fostering climate-smart solutions and building capacity.

45. Resident coordinators worked with host countries and United Nations country teams to tailor United Nations support to the specific priorities of countries – whether least developed countries, middle-income countries, landlocked developing countries or small island developing States. In Bhutan¹⁰ and Mongolia,¹¹ resident coordinators spearheaded initiatives and partnerships for accelerated digitization to overcome limitations posed by geography. In the Lao People's Democratic Republic and Sao Tome and Principe, resident coordinators led United Nations country team support for least developed country graduation, helping integrate a transition strategy into national development plans through national consultations and coordinated United Nations technical assistance. In small island developing States, under resident coordinators' leadership, the United Nations provided extensive coordination in disaster recovery and resilience building. In the Philippines, investments in early warning systems, significantly reduced casualties and damage from six overlapping typhoons in 2024.¹² The share of Governments of landlocked developing countries, least developed countries, small island developing States and middle-income countries indicating that resident coordinators effectively led United Nations country

⁹ See <https://un-dco.org/stories/new-frontiers-zambia-embraces-digital-transformation-0>.

¹⁰ See <https://un-dco.org/stories/digital-transformation-bhutans-key-sdg-acceleration>.

¹¹ See <https://un-dco.org/stories/bridging-digital-divide-mongolia>.

¹² See <https://un-dco.org/stories/weathering-storm-building-resilience-philippines>.

teams strategic support for national plans and priorities held steady. The drop among landlocked developing countries (from 93 per cent to 85 per cent agreeing on resident coordinator effectiveness) was driven potentially by delays in the new landlocked developing country programme of action finalization and uncertainty around the landlocked developing country conference organization, which affected United Nations action in countries.

46. Resident coordinators continued their commitment to gender equality, combating gender-based violence, and promoting disability inclusion across United Nations operations. In 2024, 116 United Nations country teams submitted gender equality score card reports under the System-wide Action Plan on Gender Equality and the Empowerment of Women, compared with 87 in 2023. In line with the United Nations System-wide Gender Equality Acceleration Plan, resident coordinators actively engaged in initiatives to strengthen system-wide accountability, such as United Nations country team gender equality profiles. Resident coordinators led efforts to launch new Spotlight Initiative programmes and secure commitments, such as for the Initiative's Africa Regional Programme, amplifying the African Union's Gender Strategy and the Maputo Plan of Action for the Operationalization of the Continental Policy Framework for Sexual and Reproductive Health and Rights 2016–2030. Resident coordinators also ensured a stronger focus on the prevention of sexual exploitation and abuse in Cooperation Frameworks, including through capacity-building, for example, through training sessions for police forces in Nepal. Resident coordinators further ensured that 100 per cent of United Nations country teams reported on implementation of the United Nations Disability Inclusion Strategy for the fourth consecutive year. The percentage of Cooperation Frameworks prepared in consultation with persons with disabilities reached 60 per cent in 2024 (compared with 55 per cent in 2023). United Nations country teams in Guatemala, India and Zambia are leading the way on disability-inclusive procurement and employment processes.

47. Resident coordinators fostered Goal acceleration through supporting the use of innovative approaches by United Nations country teams. The United Nations development system deployed nighttime lights data and satellite imagery to aid poverty estimation in Bangladesh, a geographical information system helped improve school infrastructure in Albania, and digitalized census data collection in Liberia leading to significant cost and time savings. Further examples include macromodelling for policy analysis and foresight for food system transformation in Jordan, foresight approaches for alternative childcare services development in the Republic of Moldova, and foresight inclusion in strategic planning for resilience building in Saudi Arabia, Seychelles and Viet Nam, as well as the Pacific multi-country office. Since the Development Coordination Office strategic foresight guidance was released in 2022, over half United Nations country teams (53 per cent) used foresight in 2024 for the design and implementation of their Cooperation Frameworks (significant increase from 35 per cent in 2023). However, capacities lag behind demand: between 55 per cent and 75 per cent¹³ of United Nations country teams report insufficient capacity to meet their needs across anticipatory planning, advanced analytics and data visualization. The recalibration of the resident coordinator system presents an opportunity to strengthen these skill sets across the system.

(ii) *Strategic partnerships unlocking support, funding and financing for Goal implementation*

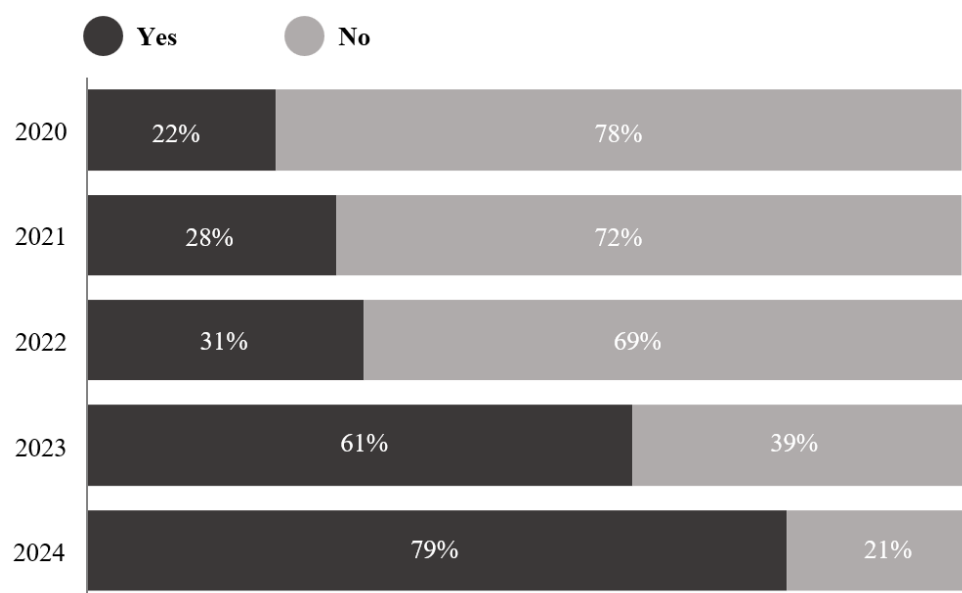
48. In 2024, 90 per cent of host Governments (87 per cent in 2023) reported that resident coordinators contributed to leveraging partnerships in support of national

¹³ UN-Info, Information Management System survey, 2024.

Goal efforts, while 92 per cent (91 per cent in 2023) agreed that the United Nations boosted their capacity for Goal partnerships. United Nations country teams increasingly adopted joint partnership strategies (see figure VII). Resident coordinators have helped United Nations country teams to expand their reach and Governments to attract critical investments by convening bilateral and multilateral partners, including contributing countries, regional and international financial institutions, the private sector, civil society and other stakeholders. In Trinidad and Tobago, the resident coordinator supported United Nations country team partnerships with business groups strengthening companies' management of environmental, social, and governance risks and opportunities. In Thailand, the resident coordinator mobilized the local Global Compact Network securing a \$46 billion private sector pledge to drive carbon neutrality by 2050, expand protected land and marine areas and bolster human capital for the green economy. The United Nations country team also partnered with 59 universities nationwide to integrate the Sustainable Development Goals into their curricula, benefiting over 600,000 students and their communities.

Figure VII

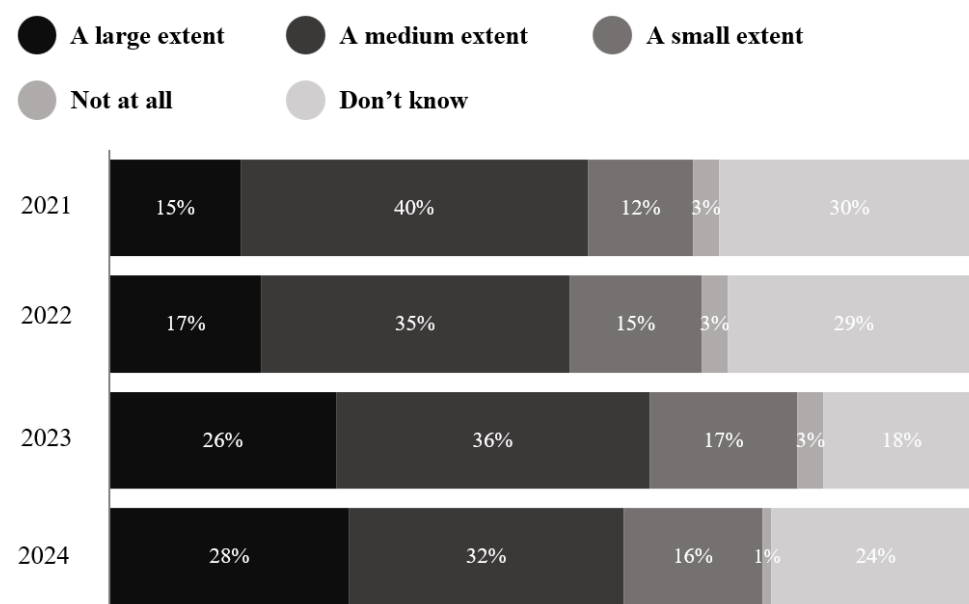
United Nations country teams with a joint partnership and resource mobilization strategy



Source: Information Management System survey, 2024.

49. Collaboration with international financial institutions was strengthened in 2024 in numerous settings; 73 per cent of United Nations country teams (68 per cent in 2023) reported working with international financial institutions, primarily focusing on data collection and analysis, joint policy advice, technical assistance and service delivery for the Goals. Host Governments increasingly acknowledged improved collaboration (see figure VIII). Similarly, partnerships with entities like the European Union evolved beyond the traditional donor-implementing partner dynamic: 58 countries reported annual European Union and United Nations country team strategic dialogues in 2024, co-convened by resident coordinators and European Union heads of delegation, fostering stronger and more impactful partnerships.

Figure VIII
Extent of improved collaboration between international financing institutions and the United Nations in country since the launch of the United Nations development system repositioning in 2018



Source: Department of Economic and Social Affairs survey of host Governments, 2024.

50. In 2024, resident coordinators enabled a strengthened United Nations country team focus on Sustainable Development Goal financing through partnerships and tools including the Joint Sustainable Development Goals Fund. In Indonesia, the resident coordinator worked with UNDP, UNICEF, the United Nations Industrial Development Organization (UNIDO) and UNEP to pioneer innovative financing solutions, unlocking over \$4 billion in bonds, Islamic financing and other investments for sustainable fisheries, waste management, social and climate financing, and urban transport. In Kenya, the resident coordinator convened partners to develop a \$10 million development impact bond for the health sector, enabling UNFPA, the World Health Organization (WHO) and the Joint United Nations Programme on HIV/AIDS to deliver over 1.5 million sessions of family planning and HIV services. In North Macedonia, the resident coordinator worked with UNDP, the International Organization for Migration and the Economic Commission for Europe to establish a green financing facility, with co-financing from the European Bank for Reconstruction and Development. This facility allocated \$26 million through six local financial institutions and supported 46 subprojects with payments for small and medium enterprises and underserved households. In Uruguay, the resident coordinator with UNIDO, UNDP and UN-Women, catalysed partnerships across 80 per cent of the country's banking sector, creating the Renewable Energy Innovation Fund. The fund achieved a 1:6 leverage ratio in its first financing round, scaled renewable energy solutions for a bankable pipeline of projects, and reduced over 24,000 tons of carbon dioxide emissions. 73 per cent of United Nations country team members agreed in 2024 (60 per cent in 2023) that the resident coordinator facilitated the country team's focus on national opportunities for public and private investment at scale. By contrast, there was a drop in Governments' perception (56 per cent in 2024 from 75 per cent in 2023) that resident coordinators and the United Nations country teams contributed to

identifying national opportunities for public and private investments at scale.¹⁴ Further attention and capacities are needed to strengthen such partnerships and related communications.

51. The Joint Sustainable Development Goals Fund has been instrumental in enabling resident coordinator leadership to orchestrate and scale Goal financing along policy solutions and systems transformations. Its impact has reached over 206 million people to date (10 million in 2024 alone). Moreover, through a total \$344 million outlay to date, including \$76 million committed in 2024 the Fund has catalysed an additional \$1.6 billion in investments (a leverage ratio of 1:19). It has demonstrated robust financial growth in 2024, reaching a capitalization milestone of \$89.8 million in signed contributions from 17 Member States, up 160 per cent from 2023. While this expansion is promising, 80 per cent of 2024 contributions came from three donors (Germany, Spain, and the European Union) and well below the annual \$500 million target agreed in the funding compact.

52. Resident coordinators similarly facilitated joint programmes by unlocking resources from other global pooled funds, including the Peacebuilding Fund and the Spotlight Initiative. In 2024, resident coordinators in 32 countries steered \$116 million in Peacebuilding Fund investments towards 53 joint United Nations country team initiatives focused on addressing cross-border challenges, supporting mission transitions and empowering women and youth. These efforts led to concrete outcomes, such as a pilot programme in Burundi for the national youth, peace and security strategy, the integrated approach to disarmament, demobilization, reintegration and social cohesion in Cameroon, and the training sessions for local women in peacebuilding and trauma-informed care in Papua New Guinea. In addition, resident coordinators bolstered the Spotlight Initiative reach and impact advancing targeted strategies to end violence against women and girls, as in Ecuador and Uganda with a \$32 million investment. However, the share of United Nations country teams that successfully mobilized global pooled funding in 2024 dropped to 70 per cent, compared with 82 per cent in previous years, largely due to decreased capitalization.

53. Resident coordinators supported the establishment and expansion of country-level development focused pooled funds, which reached \$353 million in deposits in 2024 (a 8.6 per cent increase from 2023). In 2024, the Goal Acceleration Fund in the United Republic of Tanzania reached its highest levels to date (\$21.7 million). The resident coordinator in Sri Lanka repositioned their Sustainable Development Goals Fund as a one-stop shop for pooled funding mechanisms, including global funds like the Peacebuilding Fund and the Joint Sustainable Development Goals Fund to avoid separate overhead fees and increase cost savings. A country-level pooled fund with a specific window on South-South cooperation was set up in India. In Tunisia, the resident coordinator launched a multi-partner trust fund for youth employment, with support from the Kingdom of the Netherlands, the World Bank, the Islamic Development Bank and the African Development Bank. The Fund enabled the International Labour Organization and the Food and Agriculture Organization of the United Nations to connect over 2,000 young entrepreneurs to agribusiness markets, accelerating Sustainable Development Goals through skills development, job creation and inclusive economic growth. More resources are needed for pooled funding as both a primary tool for joint programming under Cooperation Frameworks and a significant driver of greater United Nations coherence.

¹⁴ To note: 24 per cent indicated “did not know” in 2024 compared with 6 per cent in 2023.

(iii) *Strengthened United Nations cross-operations for sustainable development solutions*

54. The resident coordinator system has enabled a continued focus on sustainable development programming in complex settings, ensuring connections between analysis and planning for humanitarian relief with broader resilience and long-term development strategies. In Ukraine, the resident coordinator/humanitarian coordinator together with the United Nations country team streamlined immediate humanitarian assistance with early recovery efforts.¹⁵ This included ensuring winter aid complemented initiatives to resume schooling, repair healthcare facilities, and clear landmines to revive food production and livelihoods. Resident coordinators have piloted durable solutions for internal displacement, transitioning displaced communities from reliance on humanitarian aid to development-led solutions. In Ethiopia, the resident coordinator/humanitarian coordinator leveraged United Nations analytical capacities and promoted a joint United Nations approach in support of government efforts, ensuring emergency relief support for displaced populations is undertaken in alignment with long-term development.

55. Such efforts required strong coordination across United Nations development, humanitarian and peace and security actors, collaborating with national, regional and international stakeholders. In Chad, the resident coordinator/humanitarian coordinator mobilized partners in support of United Nations country team efforts led by UNHCR to implement the Government's legislation on asylum, expanding basic services, boosting economic opportunities and strengthening social infrastructure that benefited both refugees and host communities. In the Democratic Republic of the Congo, the Deputy Special Representative of the Secretary-General/resident coordinator/humanitarian coordinator coordinated the development of the 2025 Humanitarian Response Plan with the 2025–2029 Cooperation Framework, resulting in better alignment of outcomes with a view to long-term resiliency. In Iraq, the new 2025–2029 Cooperation Framework marks a strategic shift from humanitarian aid to longer-term development, aligning with the country's national development plan and Security Council resolution 2732 (2024) mandating the drawdown of the United Nations Assistance Mission for Iraq by 2025.

56. The resident coordinators role as first responders when disasters strike in countries with no humanitarian presence remained critical. They have a vital role in the moments after a disaster hits and during the months that follow – coordinating partners for an effective response, while ensuring longer-term recovery and resilience. In 2024, in the immediate aftermath of typhoons, hurricanes and earthquakes, resident coordinators in Cuba, Grenada, Jamaica, the Philippines,¹⁶ Saint Vincent and the Grenadines, Trinidad and Tobago, Vanuatu and Viet Nam led the response, raised visibility and mobilized resources through flash appeals, and ensured that humanitarian interventions aligned with long-term development needs. In Nepal, the resident coordinator-led joint recovery action plan post-earthquake integrated urgent food, shelter and water, sanitation and hygiene support with long-term development through the rehabilitation of 83 km of roads, ensuring year-round market access. Resident coordinators' efforts also work to ensure adjustments to United Nations planning and programming in these countries to better address future vulnerabilities.

57. The OIOS evaluation of the resident coordinator system in complex settings noted increased coherence in United Nations programming. Seventy-four per cent of OIOS-surveyed government officials in these settings reported that the resident coordinator system helped set a national Goal agenda. Host Governments and United Nations country teams surveyed by Department of Economic and Social Affairs also

¹⁵ See <https://un-dco.org/stories/interview-ukrainians-have-remarkable-determination-rebuild-their-lives-rc-schmale>.

¹⁶ See <https://un-dco.org/stories/time-solidarity-typhoon-relief-efforts-philippines>.

confirmed that resident coordinators contributed to stronger complementarity and coherence across development, humanitarian and peacebuilding efforts: 87 per cent of Governments and 87 per cent of United Nations country team entities agreed in 2024, compared with 79 per cent and 82 per cent respectively in 2023. Ninety-five per cent of host Governments where multi-hatted resident coordinators are present agreed that resident coordinators displayed strengthened ability to serve as an entry point for easy access to the United Nations offer in 2024 – a significant increase from 82 per cent previously.

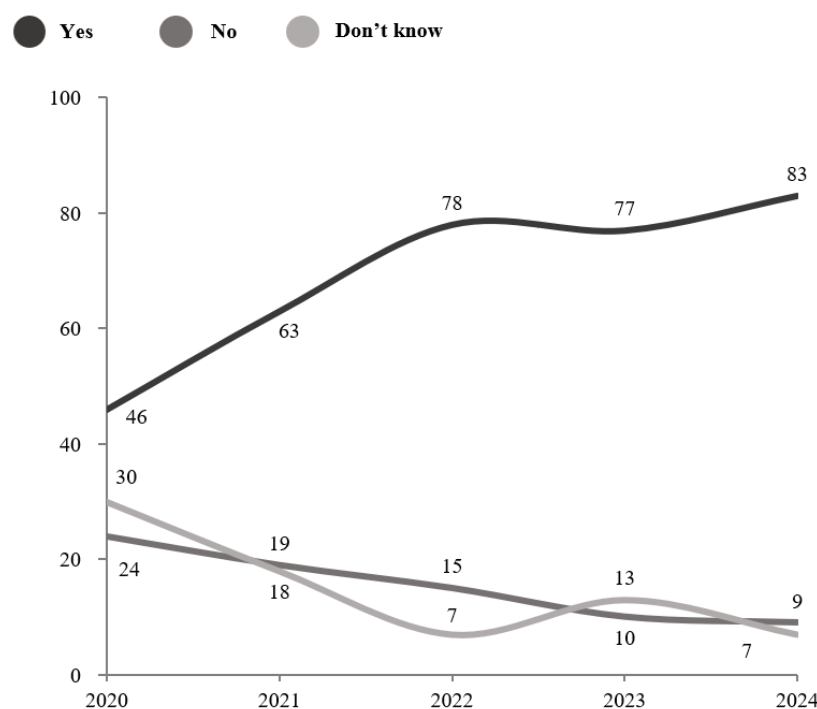
58. However, OIOS observed that the resident coordinator system often lacked the necessary staffing and expertise to effectively meet additional demands in complex settings, including navigating politically and operationally complex environments to effectively deliver upon its mandates. Forty-four per cent of OIOS-surveyed resident coordinators and United Nations country team members noted opportunities to improve inter-agency coordination through better funding and working approaches. OIOS recommended that the Development Coordination Office undertake a resident coordinator system staffing review in complex settings, share good practices on sustainable funding, joint risk analysis and risk-informed planning, and revise the United Nations Sustainable Development Group guidance on humanitarian-development-peace collaboration. Ensuring the resident coordinator system has adequate resourcing and aligned collaborative approaches will be critical to draw on the full expertise of the United Nations system to maintain effectiveness in supporting sustainable development and stability in complex environments.

IV. Fostering accountability and transparency: effective communication, responsive governance and visibility of system-wide results

59. The Development Coordination Office advanced accountability and transparency at the global level throughout 2024. The share of implemented audit and evaluation recommendations addressed to the Office jumped to 80 per cent (from 55 per cent in 2023), through working closely with OIOS and the System-wide Evaluation Office to ensure full understanding and compliance. Insufficient and scattered tools and capacity continued to impair efforts to enhance central tracking of evaluation and audit recommendations. Resources permitting, the Development Coordination Office intends to prioritize an improved and centralized approach for monitoring and managing the implementation of audits and evaluations. The development of a revised resident coordinator system results framework is under way, with particular attention to be paid to ensuring alignment with resolution [79/226](#) on the quadrennial comprehensive policy review.

60. At the country level, resident coordinators continued to spearhead timely United Nations country results reports on Cooperation Framework implementation, achieving a 100 per cent completion rate for the third consecutive year. Host Governments increasingly look to the reports as a key accountability tool for United Nations country teams (see figure IX). Quality continued to vary across regions, and the Development Coordination Office will work further with resident coordinators and their offices to ensure that reports meet a similar high-quality standard across all countries.

Figure IX
Host Governments' responses on whether the resident coordinator provided them with a United Nations country results report
 (Percentage)



Source: Department of Economic and Social Affairs survey of host Governments, 2024.

61. In 2024, all 31 countries were expected to evaluate the work initiated under their Cooperation Frameworks. However, several issues continued to limit the full usefulness of these evaluations. Delays in completing them undermine both the effectiveness and the quality of the process and deliverables (14 of 31 were completed as at March 2025). As noted by System-wide Evaluation Office, capacities and resources for Cooperation Framework evaluations are limited, mainly due to financial constraints. Challenges therefore remain with regard to the overall evaluability of the Frameworks, leading to findings and recommendations that generate limited insights and actionable lessons. Under the recently adopted United Nations Sustainable Development Group system-wide evaluation policy, the Development Coordination Office will work together with the System-wide Evaluation Office on models and guidance for the system-wide evaluation function at the country and regional levels, including to support credible Cooperation Framework evaluations.

62. The usability and accessibility of the system-wide UN-Info platform was further improved by the Development Coordination Office in 2024. UN-Info has become an important tool for accountability, transparency and data-driven decision-making. Currently, 124 countries report on their Cooperation Frameworks through UN-Info.¹⁷ However, as also noted by the System-wide Evaluation Office, data quality remains a challenge, primarily due to the dual-reporting burdens of United Nations country team members and a lack of interoperability across United Nations reporting and results-based management systems. The Development Coordination Office is

¹⁷ United Nations Sustainable Development Group data portal, available at <https://uninfo.org/> (accessed in March 2025).

streamlining data collection processes and enhancing automation, working closely with resident coordinator office data management officers, United Nations entities and the Office of Information and Communications Technology. This will entail structural changes across the system that require collective will and resources.

63. Resident coordinators, with their communications officers, led joint United Nations advocacy efforts. Nearly all United Nations country teams now have joint advocacy strategies linked to their Cooperation Frameworks (see figure X), with 86 per cent of those strategies funded through agency cost-sharing. This demonstrates some of the successful efforts by resident coordinators to enhance inter-agency and joint entity collaboration to deliver integrated responses to country needs. However, only 62 per cent of United Nations country teams had dedicated annual communications budgets, limiting the impact of such efforts. Resident coordinator-led advocacy efforts were especially critical in crisis contexts. For example, during Hurricane Beryl in the Caribbean, strategic messaging and media engagements, led by the relevant Resident Coordinator Office and the Office for the Coordination of Humanitarian Affairs, facilitated the launch of the \$9 million regional response plan for Grenada and Saint Vincent and the Grenadines prepared by the Office for the Coordination of Humanitarian Affairs and were supported by the latter's advocacy and communications to mobilize support for the response plan for that sudden-onset disaster. The pausing of recruitment for communication capacities in resident coordinator offices, due to resource constraints, was evident in some offices. OIOS further reaffirmed this as an area lacking expertise.¹⁸

Figure X

United Nations country teams with a joint communications strategy aligned with the United Nations Sustainable Development Cooperation Framework

(Percentage)



Source: UN-Info, Information Management System survey, 2024.

¹⁸ United Nations, OIOS, "Evaluation of the resident coordinator system in complex settings".

V. Operations: increased efficiencies for effective development responses

64. The transition of resident coordinator system operational services from UNDP to the Secretariat continued to generate savings. In 2024, an estimated \$6.2 million in cost avoidance was recorded (\$1.7 million higher than in 2023). In addition, the resident coordinator system continued to advance efficiencies supporting compliance through decisions by the Business Innovations Group, co-chaired by UNICEF and the United Nations Office for Project Services, for the advancement of common premises, common back offices, business operations strategy implementation and global shared services.

65. In 2024, resident coordinators were pivotal in garnering Governments' support for the establishment of common premises in Barbados, Costa Rica and Venezuela (Bolivarian Republic of) and the renovation of One UN House in Samoa with government funding, thus contributing to improved operational efficiency. Resident coordinators further facilitated inter-agency collaboration for the establishment of common back offices, as was done in Brazil, Kenya, the United Republic of Tanzania and Viet Nam in 2024.

66. Resident coordinators also facilitated increased United Nations country team ownership and oversight of business operations strategy implementation, monitoring and reporting. In Papua New Guinea, seven long-term agreements with vendors for security, hospitality, printing and transportation services were developed or updated. In Guatemala, the resident coordinator led the development of disability-inclusive procurement guidelines through an inter-agency initiative. In Mongolia, the resident coordinator ensured the greening of United Nations office premises, resulting in energy efficiency and significant cost savings.

67. In addition, resident coordinators promoted the shift towards global shared services by advocating and facilitating access to them by United Nations country team entities. In Guatemala, for instance, the resident coordinator championed the participation of several entities in the United Nations mobility initiative led by UNHCR and the World Food Programme, allowing United Nations country team entities to easily lease vehicles.

68. Overall, 79 per cent of host Governments agreed that resident coordinators helped to minimize duplication of efforts among United Nations agencies, ensuring efficient use of resources. In addition, 94 per cent agreed that the United Nations was efficient in providing support to countries (93 per cent in 2023). As further testament to the role of resident coordinators in helping agencies to deliver efficiencies, the Joint Inspection Unit highlighted that the resident coordinator advocacy and reporting role is critical to the successful operationalization of United Nations entities' mutual recognition of policies, procedures and system contracts at the country level.¹⁹

69. Much more can be done to advance system-wide efficiencies. Limited understanding and prioritization of efficiency measures in United Nations country team workplans beyond business operations strategies remains a challenge. In his 2025 report on the quadrennial comprehensive policy review ([A/79/72-E/2024/12](#), [A/79/72/Add.1-E/2024/12/Add.1](#) and [A/79/72/Add.2-E/2024/12/Add.2](#)), the Secretary-General provides details on the progress and challenges in this area.

¹⁹ See [JIU/REP/2024/4](#).

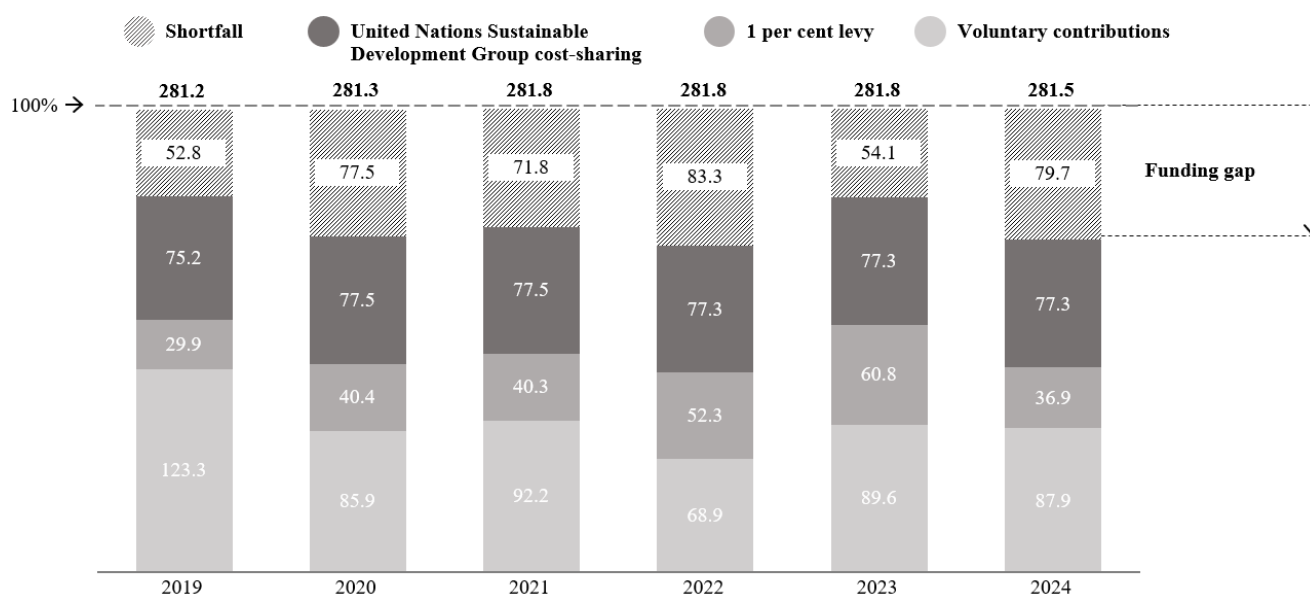
VI. Funding of the resident coordinator system: a step towards more reliable funding

70. Recognizing the centrality of a strong development coordination function to achieve the Sustainable Development Goals, the Secretary-General presented revised budget estimates for the resident coordinator system to the General Assembly in January 2024 ([A/78/753](#)). He proposed that the portion intended to be covered through voluntary contributions be converted to funding from the regular budget. As the voluntary contributions never met the target agreed with Member States, the Secretary-General deemed the current shortfall to have an untenable impact on the development system and sought to secure more reliable funding. The Development Coordination Office supported the engagements of the Secretary-General and Deputy Secretary-General, articulating the critical role of development coordination in supporting countries at the scale needed to achieve the Goals. In its resolution [79/258](#), the General Assembly decided to provide additional funding from the regular budget (\$53 million), adjust the United Nations Sustainable Development Group cost-sharing contribution annually for inflation and maintain the 1 per cent coordination levy on tightly earmarked contributions and voluntary resources. The Assembly also requested that the Secretary-General present a comprehensive review, at its eighty-first session, of all possible funding models and funding streams, including a review of the adjustment of the coordination levy and cost-sharing arrangements.

71. In 2024, donor contributions to the special purpose trust fund continued at similar levels as in 2023, amounting to \$87.9 million as at the end of the year. However, there was a slight decrease in the number of countries making contributions, with only 26 countries making commitments, compared with 29 in 2023. Of 10 multi-annual agreements in force, 3 concluded at the end of 2024. The United Nations Sustainable Development Group cost-sharing contribution provided \$77.3 million. Revenues from the 1 per cent coordination levy totalled \$36.9 million in 2024. Revenues from the 1 per cent coordination levy decreased to \$36.9 million in 2024, from \$60.8 million in 2023, reflecting delays in administering the levy and early indications of the impact of development funding cuts. As a result, total funding for the trust fund amounted to only \$202.1 million as at the end of 2024, leaving a gap of \$79.7 million against the full resident coordinator system budget of \$281.8 million (see figure XI).

Figure XI
Resource requirements and revenue for the resident coordinator system

(Millions of United States dollars)



Source: Development Coordination Office, April 2025.

72. The Development Coordination Office continued enacting cost-control measures, seeking to minimize impact on field operations and core staffing capacity. The measures included reduced country-level allocations by the United Nations Country Coordination Fund to 90 offices – essential for resident coordinators to convene around countries' priorities; the temporary freezing of select resident coordinator office vacancies in 64 countries; scaled-back procurement and premises initiatives (e.g. to improve accessibility); and reduced travel, including to Member State conferences and summits. Volatility in the overall funding landscape may further undermine the financial stability of the resident coordinator system, despite assessed resource commitments. For example, \$100 million in voluntary contributions are still required every year. Ensuring adequate, predictable and sustainable funding remains essential for the resident coordinator system to be fully capacitated to support Member States in their ambitions for sustainable development.

VII. Conclusion

73. With five years left to achieve the Sustainable Development Goals, the convening and coordination role of the resident coordinator system has never been more important. Resident coordinators are at the forefront of accelerating support for countries – marshalling the United Nations country teams to guide policy, programmatic and operational support to those we serve. With constrained funding across the development system and urgent calls to scale up support to protect and accelerate the achievement of the Goals, resident coordinators are a critical linchpin in effectively leveraging the United Nations toolkit to support countries in achieving their development priorities.

74. Six years after the repositioning of the resident coordinator system, we continually reassess how we can improve upon delivering on the mandates given by Member States. As ever, we strive to ensure that the Development Coordination

Office remains well calibrated and that the resources available for the Office are optimally allocated to best enable delivery on the Sustainable Development Goals in accordance with national priorities. With an increased demand for the Office to provide agile and surge support, we look to leverage the opportunities presented by United Nations 2.0, including the digital transformation, to tailor our support to meet the needs of Member States.

75. The remaining years of the 2030 Agenda must be matched by renewed ambition for transformation on all fronts. Throughout 2025, United Nations Sustainable Development Group entities will be called upon to ensure effective support for Governments in global forums, including the fourth International Conference on Financing for Development and the Second World Summit for Social Development. The resident coordinator system will continue to draw on the expertise of the United Nations Sustainable Development Group, helping to shape global commitments and translating them into country-level action. Continued support by Member States is critical to enable the United Nations development system, resident coordinators and their offices, as well as the Development Coordination Office, to deliver in the manner expected.

Annex I

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

I. Overview of 2024 expenditures

1. The tables below provide information on the 2024 expenditures under the special purpose trust fund against the budgeted resources for the year. By March 2025, \$202.1 million in funding¹ had been recorded against the \$281.8 million budget for 2024.

2. In 2024, 59 per cent (\$166.8 million) of the \$281.8 million budget was allocated for posts, covering about 90 per cent of post-related expenditure for resident coordinators and resident coordinator office staff in countries. At the country level, there was a total of 1,149 core posts (1,151 in 2025), including 130 resident coordinators.² There were 41 core posts in the Development Coordination Office regional teams for Africa, the Arab States, Asia and the Pacific, Europe and Central Asia and Latin America and the Caribbean and 95 core posts in New York (comprising executive direction and management, global coordination and programme support, as presented in table 3).

3. The remaining 41 per cent of the budget in 2024 covered non-post costs. This included operating expenses (38 per cent), contractual services (24 per cent), consultants (20 per cent), other staff costs (3 per cent), travel (11 per cent), supplies (1 per cent), hospitality (1 per cent) and furniture and equipment (3 per cent). A combined 70 per cent of the budget lines for consultants and contractual services was provisioned for allocations to the United Nations Country Coordination Fund (see General Assembly resolution [72/279](#), para. 10, and [A/72/684-E/2018/7](#), para. 81). While the Coordination Fund has a ceiling of \$35 million each year, only \$14.9 million was available in 2024 due to funding shortfalls.

4. Total expenditures in 2024 amounted to \$214.9 million (or 76 per cent, higher than the 74 per cent in 2023) against the approved \$281.8 million budget, due to the stringent application of cost containment measures to mitigate the funding shortfalls.

¹ Including \$21.9 million yet to be received in cash, as at March 2025.

² There are 10 “triple-hatted” positions, namely, resident coordinators who are also humanitarian coordinators and deputy special representatives of the Secretary-General or a deputy special coordinator, included in the staffing tables of various peacekeeping and special political mission for 2024 and 2025. The positions are currently funded through a cost-sharing arrangement (50 per cent) with political and peacekeeping missions, pursuant to General Assembly resolution [59/296](#).

Table 1
Financial resources by component

(Thousands of United States dollars)

<i>Component</i>	<i>2024 budget</i>	<i>2024 expenditure</i>	<i>Variance</i>
A. Executive direction and management	4 663.6	4 426.0	237.6
B. Programme of work			
1. Global coordination	14 971.4	13 129.8	1 841.6
2. Regional coordination	10 328.7	9 556.5	772.2
3. Country coordination	242 834.4	182 028.0	60 806.4
Subtotal, B	268 134.5	204 714.3	63 420.2
C. Programme support	9 028.3	5 786.0	3 242.3
Total	281 826.4	214 926.3	66 900.1

Table 2
Financial resources by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2024 budget</i>	<i>2024 expenditure</i>	<i>Variance</i>
Post	166 765.9	159 537.7	7 228.2
Non-post	115 060.5	55 388.6	59 571.9
Total	281 826.4	214 926.3	66 900.1

Table 3
Post resources by component for 2024

(Number of posts)

	<i>Professional and higher</i>									<i>General Service and related</i>		<i>National staff</i>		
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/I</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>NPO</i>	<i>Local level</i>	<i>Total</i>
A. Executive direction and management	–	1	1	–	5	3	4	–	14	2	1	–	–	17
B. Programme of work														
1. Global coordination	–	–	–	2	10	25	13	–	50	–	3	–	–	53
2. Regional coordination	–	–	5	1	8	13	6	–	33	–	–	–	8	41
3. Country coordination	–	3	40	75	91	129	2	–	340	–	–	413	396	1 149
Subtotal, B	–	3	45	78	109	167	21	–	423	–	3	413	404	1 243
C. Programme support	–	–	–	1	3	11	3	–	18	6	1	–	–	25
Total	–	4	46	78	117	181	28	–	455	8	5	413	404	1 285

Abbreviations: ASG, Assistant Secretary-General; NPO, National Professional Officer; USG, Under-Secretary-General.

II. Estimated and proposed financial requirements for 2025

5. With four sources of funding – voluntary contributions, the United Nations Sustainable Development Group cost-sharing arrangement, the 1 per cent coordination levy and the commitment authority under General Assembly resolution 79/258 – the 2025 resident coordinator system budget is maintained at the same level, \$281.8 million, as for 2024. It includes, however, the cost-neutral redeployment of resources across budget classes, reflecting the adjustment of planning to actual requirements.

Table 4
Financial resources by component

(Thousands of United States dollars)

Component	2024 expenditure	2024 estimate	Changes		2025 estimate
			Total	Percentage	
A. Executive direction and management	4 426.0	4 663.6	1 133.0	24.29	5 796.6
B. Programme of work					
1. Global coordination	13 129.8	14 971.4	3 015.1	20.14	17 986.5
2. Regional coordination	9 556.5	10 328.7	817.5	7.91	11 146.2
3. Country coordination	182 028.0	242 834.4	(3 541.7)	(1.46)	239 292.7
Subtotal, B	204 714.3	268 134.5	290.9	0.11	268 425.4
C. Programme support	5 786.0	9 028.3	(1 423.9)	(15.77)	7 604.4
Total	214 926.3	281 826.4	–	–	281 826.4

Table 5
Financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2024 expenditure	2024 estimate	Changes		2025 estimate
			Total	Percentage	
Post	159 537.7	166 765.9	23 050.1	13.8	189 816.0
Non-post	55 388.6	115 060.5	(23 050.1)	(20.0)	92 010.4
Total	214 926.3	281 826.4	–	–	281 826.4

III. Locally mobilized resources

6. In 2024, earmarked contributions received at the country level for activities financed by third parties for functions that go beyond the core focus of the special purpose trust fund, such as supplementary coordination and advisory capacities, continued to be managed under the locally mobilized resources trust fund. A budget of \$8.4 million was estimated for 2024, lower than the \$9.2 million estimated for 2023. The actual trust fund expenditures recorded for 2024 were \$6.9 million. The 2025 trust fund budget is estimated at \$7.6 million.

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

To enable effective and efficient collaboration of the United Nations development system at the country level and to facilitate tailored, integrated Sustainable Development Goal policy and financing solutions to support host country Governments, the results framework of the resident coordinator system spans two distinct dimensions. The first relates to the enabling environment created through investments directly in the resident coordinator system for robust structures and processes, including matching capacities and skill sets to country-specific settings; providing policy guidance for more coherent policy and programming responses through common country analysis and United Nations Sustainable Development Cooperation Frameworks; and enhancing accountability and transparency through United Nations country 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 the offer received. The indicators of the present framework therefore include measurements of results achieved by resident coordinators, resident coordinator offices and United Nations country teams alike, as well as Governments' perceptions of their work.

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

The response rates for those data sources are as follows:

- Survey of resident coordinators: 100 per cent in both 2024 and 2023 (95 per cent in 2022)

- Survey of host Governments: 75 per cent in 2024 (73 per cent in 2023; 66 per cent in 2022)
- Survey of United Nations development system entities' headquarters: 78 per cent in 2024 (75 per cent in 2023; 81 per cent in 2022)
- Survey of United Nations country teams: 62 per cent in 2024 (44 per cent in 2023; 38 per cent in 2022)
- UN-Info and United Nations Sustainable Development Group Information Management System survey: 100 per cent of resident coordinator offices (2024, 2023 and 2022)

Objective 1**Resident coordinator system leadership***Outcome 1.1*

Enhanced resident coordinator system leadership^a 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	2022 results	2023 results	2024 results	Source
1.1.1 Diverse and effective resident coordinators^b with profiles and skill sets tailored to the needs of countries	Percentage of resident coordinators:						Development Coordination Office
	• From programme countries	46% (2019)	58%	49%	55%	58%	
	• Who are women	50% (2019)	50%	50%	50%	53%	
	Percentage of resident coordinators ad interim in post	18% (2019)	10%	11%	18%	8%	Development Coordination Office
	Percentage of host Governments agreeing that the resident coordinator has the right profile and skill sets to support their country's development (strongly agree and agree)	78% (2019)	95%	90%	91%	88%	Survey of national Governments
	Percentage of host Governments stating that the resident coordinator effectively leads the United Nations country team's strategic support for national plans and priorities (strongly agree and agree) in:						Survey of national Governments
	• Least developed countries	86% (2019)	90%	88%	92%	89%	
	• Landlocked developing countries	77% (2019)	90%	88%	93%	85%	
	• Small island developing States	70% (2019)	90%	86%	82%	81%	
	• Middle-income countries	80% (2019)	90%	94%	92%	89%	
1.1.2 Effective resident coordinator office^b capacities in support of United Nations development system efforts and impact in-country	Percentage of resident coordinator offices fully staffed with core professional capacities	77% (2021)	90%	70%	50%	33%	Development Coordination Office
	Percentage of resident coordinator offices that rate the support on networks for knowledge sharing as being of "good" in quality	49% (2020)	75%	63%	79%	80%	UN-Info, Information Management System

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	Source
	Percentage of United Nations country teams that rate the support by the resident coordinator office as “very effective” or “somewhat effective” in:						
	• Strategic planning	90% (2021)	92%	90%	90%	94%	Surveys of resident coordinators and of United Nations country teams
	• Economic analysis and solutions	66% (2021)	92%	62%	79%	84%	
	• Data and results reporting	84% (2021)	92%	86%	84%	88%	
	• Communications and advocacy	87% (2021)	92%	87%	89%	88%	
	• Partnerships and resource mobilization	71% (2021)	92%	77%	71%	74%	
1.1.3 Management and accountability framework implemented	Percentage of host Governments agreeing that, compared to before the reform, the resident coordinator displays strengthened or increased impartiality vis-à-vis United Nations entities (to a moderate and great extent)	59% (2019)	90%	80%	84%	89%	Survey of national Governments
	Rating of resident coordinators’ performance by United Nations country team members (on a scale from 1 to 7) ^c	5.8 (2020)	6	5.9	6	6.02	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 last year (strongly agree and agree)						Surveys of resident coordinators and of United Nations country teams
	• Resident coordinators	84% (2021)	90%	84%	75%	78%	
	• United Nations country teams	87% (2021)	90%	80%	51% ^d	56% ^d	
1.1.4 Effective Development Coordination Office ^e 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 Group (strongly agree or agree)	n/a (new)	100%	90%	96%	94%	Survey of United Nations development system entity headquarters

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	Source
	Percentage of relevant United Nations Sustainable Development Group members reporting that they complete the reform checklist and share with their governing body annually	56% (2023)	100%	–	56%	62%	Survey of United Nations development system entity headquarters

Abbreviation: n/a, not applicable.

^a See <https://unsdg.un.org/2030-agenda/resident-coordinator-leadership>.

^b See <https://un-dco.org/resident-coordinators-their-offices>.

^c 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” (see United Nations, United Nations Sustainable Development Group, “The RC leadership profile”, January 2023).

^d A total of 39 per cent of United Nations country team respondents in 2023, and 37 percent in 2024, selected the response “too soon to tell”. The option was included in the survey for the first time in 2023.

^e See <https://un-dco.org/dco-global-level>.

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	2022 results	2023 results	2024 results	Source
1.2.1 Visible and transparent system-wide results	Percentage of Cooperation Framework ^a joint workplans in UN-Info published on the United Nations Sustainable Development Group data portal	66% (2021)	90%	81%	82%	92%	UN-Info
	Percentage of annual United Nations country results reports ^b produced	64% (2019)	100%	100%	100%	100%	UN-Info, Information Management System
	Percentage of United Nations Sustainable Development Group members requiring their country programming to be reflected in the joint workplans of the Cooperation Framework (in UN-Info)	55% (2021)	90%	55%	68%	70%	Survey of United Nations development system entity headquarters
1.2.2 Effective joint advocacy and communications	Percentage of United Nations country teams with a communication strategy aligned with the Cooperation Framework	81% (2019)	85%	91%	89%	95%	UN-Info, Information Management System

^a See <https://unsdg.un.org/2030-agenda/cooperation-framework>.

^b See <https://unsdg.un.org/resources/annual-UNCT-results-reports>.

Objective 2**Convening and partnerships to deliver Sustainable Development Goal policy and financing solutions***Outcome 2.1*

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

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>2023 results</i>	<i>2024 results</i>	<i>Source</i>
2.1.1 Enhanced capacities for high-quality Sustainable Development Goal analysis and tailored programming responses	Percentage of common country analyses ^a that were updated in the last year	80% (2021)	95%	72%	74%	85%	Development Coordination Office
	Average number of the following type of development system entities that are signatories of Cooperation Frameworks:						
	• Entities with no physical presence	5.1 (2021)	7.0	5.0	5.9	6.1	UN-Info, Information Management System
	• Specialized agencies	5.1 (2021)	7.0	5.4	6.1	6.1	
	Percentage of host Governments stating that the Cooperation Framework is aligned with their country's development needs and priorities (very closely and closely)	81% (2019)	95%	92%	94%	98%	Survey of national Governments
	Percentage of host Governments considering the United Nations configuration in-country to be adequately tailored to their needs and challenges (strongly agree and agree)	86% (2019)	90%	87%	87%	89%	Survey of national Governments
2.1.2 Strengthened system-wide support to eradicate poverty and leave no one behind	Percentage of Cooperation Frameworks/United Nations Development Assistance Frameworks that include cross-border initiatives	57% (2021)	67%	56%	64%	69%	UN-Info, Information Management System
	Percentage of country-level joint programmes ^b in United Nations country teams addressing the following sectors or themes:						
	• Poverty reduction and basic services ^c	65% (2020)	90%	49%	46%	62%	UN-Info, Information Management System
	• Economic transformation and financing for development ^d	16% (2020)	60%	23%	22%	31%	

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	Source
	• Gender equality and women's empowerment	44% (2020)	80%	42%	44%	57%	
	• Environmental sustainability ^e and disaster risk reduction	17% (2021)	65%	13%	19%	24%	
	• Leaving no one behind ^f	17% (2021)	65%	40%	49%	48%	
	• Human rights ^g	11% (2021)	40%	20%	17%	27%	
2.1.3 Enhanced data-driven and innovative solutions	Percentage of United Nations country teams providing data against agreed common indicators on the United Nations development system contribution to advancing the Sustainable Development Goals	n/a (new)	95%	15%	48%	52%	UN-Info
	Percentage of resident coordinator offices reporting that use of innovative approaches ^h led to higher United Nations country team performance ⁱ	38% (2020)	60%	42%	37%	44%	Development Coordination Office

Abbreviation: n/a, not applicable.

^a See <https://unsdg.un.org/resources/UNCT-key-documents>.

^b 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 United Nations Development Coordination Office, "Guidance note on a new generation of joint programmes", 2022).

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

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

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

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

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

^h 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.

ⁱ 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

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 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	44% (2021)	60%	45%	71%	71%	UN-Info, Information Management System
	• International Monetary Fund	21% (2021)	40%	24%	47%	49%	
	Percentage of United Nations country teams that have entered into a formal partnership ^a with the private sector	65% (2021)	80%	60%	36% ^b	37%	UN-Info, Information Management System
2.2.2 Enhanced national Sustainable Development Goal financing capacities	Percentage of United Nations country teams that provided support to Governments that requested the design and implementation of a national Sustainable Development Goal financing strategy	79% (2021)	95%	97%	97% ^c	97%	UN-Info, Information Management System
	Percentage of Cooperation Frameworks developed in the last year with a multi-year funding framework	18% (2020)	90%	32%	22%	78%	UN-Info, Information Management System
2.2.3 Increased collective funding initiatives for United Nations integrated support to countries	Percentage of United Nations country teams with a joint funding/resource mobilization strategy	28% (2021)	50%	31%	61%	79%	UN-Info, Information Management System
	Percentage of United Nations country teams that successfully mobilized under resident coordinator leadership resources from global pooled funds	85% (2021)	90%	82%	82% ^c	70%	UN-Info, Information Management System

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

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

^c Assumption based on the data for 2022.

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

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	Source
2.3.1 Strengthened synergies across development, humanitarian, and peacebuilding interventions	Percentage of host Governments (where there is a multi-hatted resident coordinator) agreeing that the resident coordinator displayed strengthened ability to serve as an entry point for easy access to United Nations offer/expertise across the United Nations system (strongly agree and agree)	62% (2019)	85%	82%	82%	95%	Survey of national Governments
	Percentage of United Nations country teams in mission settings that have a joint mission-country team structure/mechanism in place	56% (2021)	85%	84%	87%	87%	UN-Info, Information Management System
	Percentage of United Nations country teams that undertake with humanitarian actors, as relevant:						
	<ul style="list-style-type: none"> • Joint needs analysis • Complementary and joined-up planning 	56% (2020) 26% (2021)	65% 65%	61% 40%	63% 60%	64% 88%	UN-Info, Information Management System 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

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 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%	82%	81%	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:						
	• Parliamentarians	53% (2020)	60%	22%	29%	30% ^a	UN-Info, Information Management System
	• Civil society	87% (2020)	96%	89%	90%	100%	
	• Private sector	77% (2020)	90%	68%	63%	100%	
	• Universities/academia	63% (2020)	70%	51%	46%	60%	
	• Development partners (bilateral and multilateral donors)	67% (2020)	90%	89%	86%	100%	
	• Women and girls	29% (2021)	95%	70%	44%	80%	
	• Youth	46% (2021)	80%	70%	70%	80%	
	• Persons with disabilities	18% (2021)	70%	54%	55%	70%	
	• Indigenous Peoples	14% (2021)	20%	19%	19%	20%	

^a Data for 2024 shows the percentage applicable to each group out of the 10 countries that prepared a Cooperation Framework that year.

Objective 3

Management of the resident coordinator system

Outcome 3.1

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

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	Source
3.1.1 Strengthened resource mobilization to secure a sustainable funding base	Total funding raised for the resident coordinator system (annually)	\$223 million (annual) (2019)	\$281 million (annual)	\$196 million	\$227.7 million	\$202.1 million	Development Coordination Office
	<ul style="list-style-type: none"> • Voluntary contributions • 1 per cent levy • United Nations Sustainable Development Group cost-sharing 						
	Number of Member State contributors to the special purpose trust fund (annually)	34 (2019)	55	27	29	26	Development Coordination Office
	Number of Member States committed to multi-year contributions to the special purpose trust fund	10 (2019)	30	9	9	10	Development Coordination Office
3.1.2 Effective and results-based management of the special purpose trust fund^a for the resident coordinator system	Percentage of special purpose trust fund annual utilization	78% (2019)	90%	80%	74%	74%	Development Coordination Office
	Cash reserve balance at the end of the year	15% of budget reserve (2021)	15% of budget reserve	0%	0%	0%	Development Coordination Office
3.1.3 Accountable management planning and governance	Percentage of audit and evaluation recommendations addressed to the Development Coordination Office implemented by the due date	32% (2021)	70%	43%	55%	80%	Development Coordination Office

^a See <https://unsdg.un.org/SPTF>.

Outcome 3.2

Resident coordinator system operations remain agile and fit for purpose

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 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 regional teams of the Development Coordination Office as “good” or “adequate”	92% (2021)	95%	92%	95%	95%	UN-Info, Information Management System
	Percentage of resident coordinator offices that rate the administrative/operational support provided by the Development Coordination Office team in New York as “good” or “adequate”	80% (2021)	95%	86%	95%	94%	UN-Info, Information Management System
3.2.2 Effective human resources management that meets the needs of the resident coordinator system	Percentage of regular recruitments completed within the target time frame (120 days)	70% (2021)	95%	62%	52%	66%	Development Coordination Office
3.2.3 Strengthened enabling environment for the resident coordinator system	Number of host country agreements in place for resident coordinator offices and the Development Coordination Office	90 (2021)	138	104	115	117	Development Coordination Office
	Number of resident coordinator offices maintaining an updated business continuity plan	130 (2020)	131	131	131	131	Development Coordination Office

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

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>2023 results</i>	<i>2024 results</i>	<i>Source</i>
3.3.1 Saved resources through system-wide efficiencies	Cost-efficiencies accrued from system-wide and entity-specific reform initiatives (total)	\$90 million (2019)	\$310 million	\$405 million	\$553 million	\$596 million	Development Coordination Office
3.3.2 Business operations strategies implemented and monitored	Percentage of United Nations country teams annually monitoring and updating business operations strategies	60% (2020)	100%	95%	97%	98%	Development Coordination Office
3.3.3 Back-office functions consolidated into common back offices at the country level	Number of common back offices designed and approved following the reform	0 (2019)	50	0	1	4	Development Coordination Office
3.3.4 Premises consolidated into common premises, effectively and efficiently	Percentage of all United Nations premises that are common premises	19% (2019)	50%	30%	31%	32%	Development Coordination Office

Outcome 3.4

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

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	Source
3.4.1 Resident coordinator system's commitments to gender parity, women empowerment and opportunities are met	Percentage of indicators of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women for which the Development Coordination Office meets or exceeds targets	60% (2020)	95%	94%	88%	90%	Development Coordination Office
3.4.2 Effective monitoring and reporting on the Secretary-General's policy on protection and response to sexual exploitation and abuse	Percentage of resident coordinators submitting end-of-year management letter/certification on protection from sexual exploitation and abuse and on the reporting of allegations of sexual exploitation and abuse	80% (2021)	100%	85%	90%	90%	Development Coordination Office
3.4.3 United Nations Disability Inclusion Strategy^a implemented	Percentage of United Nations Disability Inclusion Strategy entity accountability framework indicators for which the Development Coordination Office meets or exceeds targets	58% (2021)	90%	67%	75%	72%	Development Coordination Office

^a See www.un.org/en/content/disabilitystrategy.