

2024 Report of the Chair of the UN Sustainable Development group on the Development Coordination Office and the Resident Coordinator system

Summary of key data and feedback

The Resident Coordinator system cohort today

- The Resident Coordinator system maintains a country-level focus with 90% of staff in country, 3% in the regions and 7% in New York.
- 130 Resident Coordinators service 162 countries and territories. DCO has overall accountability for their effectiveness and some 1,150 Resident Coordinator system staff.
- 50% of Resident Coordinators were women by end of 2023.
- For the first time in the history of the Resident Coordinator system, the Resident Coordinator pool includes more women than men (51% as of March 2024 and compared to 48% a year ago, and 42% pre-reform).
- 54% of Resident Coordinators are from programme countries, compared to 49% in March 2022 and 41% pre-reform.
- The share of programme country candidates in the Resident Coordinator pool also jumped from 36% pre-reform to 46% in March 2023 and 49% in March 2024.
- Resident Coordinators hail from a wider range of UN entities (24, compared to 17 pre-reform) and an increasing number of non-UN entities (9, compared to 4 pre-reform).
- **53% of** Resident Coordinator office staff (national and international) are female. **Gender parity** was reached at P-3, P-4 and P-5 levels; women also represent 49% of the total 334 National Professional Officers workforce today.
- 52% of international Resident Coordinator office professionals are nationals from programme countries, though the nationalities represented among them slightly decreased from 116 to 113 from 2022 to 2023.

Because of curtailed talent scouting due to the funding gap of the Resident Coordinator system:

- Nationalities represented in the Resident Coordinator ranks increased only from 56 to 57 between March 2023 and March 2024
- Resident Coordinators from outside the UN decreased (from 10 to 9)
- The intake of candidates into the talent pipeline was reduced by 46% in 2022, and a further 28% in 2023; the talent pipeline it was completely paused for 2024.
- Candidates sponsored to the Resident Coordinator assessment was reduced by 40% (from 91 in 2022 to 54 in 2023), resulting in an increase in the average annual share of Resident Coordinator positions that remained vacant (from 13% in 2022 to 15% in 2023) and of Resident Coordinators ad interim (from 11% in 2022 to 18% in 2023).
- Recruitment of positions in Resident Coordinator country offices was frozen in 52 countries. Overall, about 50% of Resident Coordinator offices were fully staffed with core professional capacities in 2023.

Resident Coordinator system's contribution to advancing key UNDS reform areas and UN strategies

UNCT integrated responses

- For the first time in 2023, 100% of UN country teams reported participation of non-resident entities in the UN common country analyses (**CCA**), compared to only 70% in 2019, with a doubling of participation by International Financial Institutions (IFIs) between 2020 and 2023 in nearly two-thirds of UN country teams.
- Non-resident entities have also increased their participation in **Cooperation Frameworks**, from 76% in 2022 to 85% in 2023, while IFI participation remained relatively constant at 55%.
- A record number of UN country teams (97) reported on the System-Wide Action Plan (**SWAP**) for gender equality in 2023, under Resident Coordinator leadership, compared to only 76 in 2022.
- Resident Coordinators are also central for the application of the mandatory UN country team **Gender Equality Marker**; the marker was applied by 91 UN country teams (70%) in 2023, compared to 43 in 2020. The marker expects a financial threshold of 70% of available resources to gender equality activities; 41% of UN country teams reached this target in 2023.
- Resident Coordinators channeled investments of the **Spotlight Initiative** to End Violence against Women and Girls to UN country teams in 26 countries – contributing to national capacity building that resulted in the adoption of nearly 500 laws and policies to end violence against women and girls. DCO will begin hosting the Initiative's secretariat in 2024.
- In 2023, 118 UN country teams had a plan and 90% of Resident Coordinators had taken necessary administrative measures for effective monitoring and reporting on the Secretary-General's policy on protection and response to **sexual exploitation and abuse**; we must reach 100% compliance as soon as possible.
- Resident Coordinators have championed youth engagement under the Secretary-General's **UN Youth 2030 strategy** in support of national development efforts. 94% of CCAs and Cooperation Frameworks today include a youth focus.
- Resident Coordinator office support enabled 100% of respondent UN country teams to report on annual implementation of the **UN Disability Inclusion Strategy** for the third year in a row.

Partnerships

- Resident Coordinators chaired or co-chaired with government representatives a **development partner coordination** mechanism in 98 countries, in 2023.

Funding and SDG financing

- In 2023, DCO assumed leadership of the Joint SDG Fund Operational Steering Committee,
- In 2023, **each dollar committed to the Joint SDG Fund mobilized an additional \$18** for advancing the SDGs, double that of 2022.
- Over 80% of the Fund's financial leverage stemmed from the Fund's support for issuing SDG **thematic bonds**, while the other 20% was generated through the scale-up and replication of policy solutions, as well as co-financing through **blended financing** investments.
- To date, the Fund has made US\$268 million in **financial commitments** to 119 UNCTs across 236 joint programmes involving 31 UN entities.
- To date, the Fund has enabled UNCT joint programmes for enhanced **social protection** in 39 countries, giving access to new or extended social benefits to 197 million people.
- To date, the Fund has enabled the implementation of Integrated National Financing Frameworks (INFF) for **SDG financing** in 69 countries; 325 policies have been piloted/implemented in relations to SDG financing strategies/INFFs; 60 instruments have been structured for blended financing (SDG bonds, impact funds, climate facilities).
- To date, the Fund has provided US\$30 million for resilience-building in 42 **SIDS**.
- To date, the Fund has provided US\$21.4 million for 85 joint programmes in support of the UN's **emergency response** in over 100 countries, to address the global cost-of-living crisis precipitated by the conflict in Ukraine.
- The Joint SDG Fund saw an increase in **capitalization**, with contributions rising from US\$20.4 million in 2022 to US\$55.9 million in 2023 – but falling well short of the annual Funding Compact target of US\$290 million. Moreover, approximately 62% of the secured resources have been earmarked by donors to specific themes,

- Resident Coordinators in 57 countries also steered the design and delivery of UN country team joint programmes funded by the **Peacebuilding Fund**, including 93 new programmes approved in 2023 amounting to a total of \$202 million.
- In 2023, there was **greater capitalization of country-level pooled funds** – an increase of nearly \$200 million to \$1.7 billion.

Accountability and transparency

- For the second consecutive year, all Resident Coordinator offices produced a UN Country Results Report in 2023.
- In 2022, 11 UN country teams concluded evaluations of their Cooperation Framework or UNDAF to inform the development of new frameworks in 2023, and seven evaluations initiated in 2023 are nearing completion.
- UN INFO data is shown publicly on the [UNSDG Data Portal](#) and pulled automatically into over 130 UN country team websites with more than 27 million annual views.
- 63 UNCTs reported against the UNSDG Output Indicator Framework in 2023, compared to 19 in 2022, increasing visibility of the system-wide contribution to the advancement of the SDGs in country.

Efficiencies

- Cost reductions generated from the service transition of operational services transition from UNDP to the UN Secretariat was estimated at \$4.5 million in 2023, 1.1 million higher than in 2022.
- 8 common premises were established in 2023 (in Tanzania, Iraq, Morocco, Colombia, Bolivia, Mali, Ethiopia and Antigua and Barbuda) and 43 are underway.
- The first UN common back-office was established in Nairobi, serviced by UNON together with UNICEF and WFP, offering 101 services to over 3,500 staff from more than 60 UN entities. Similar efforts are under way with priority initiatives in Tanzania, Brazil, Viet Nam and Senegal.

MAF implementation

- Only two thirds of UN entities recognize reporting obligations to the Resident Coordinator on key activities, including planning (67%) and resource mobilization (63%).

Funding of the Resident Coordinator system

- Total funding for the SPTF reached only \$227 million at the end of 2023, much lower than the budgeted \$281 million.
- The vast majority of the funding accrued stemmed from the UNSDG cost-sharing arrangement and the 1% levy on tightly earmarked resources.
- The UNSDG cost-sharing provided the expected total of \$77.3 million.
- Revenues from the 1% coordination levy reached \$60 million in 2023.
- Total voluntary contributions amounted to approximately \$90 million at the end of 2023.
- In total, 29 countries made voluntary commitments in 2023 up from 27 countries in 2022, including four members from the Group of 77 plus China. This includes Kenya, becoming the 46th donor to the Special Purpose Trust Fund (SPTF) overall.
- Nine multi-annual agreements ran through 2023, with two concluding at the end of the year and seven continuing into 2024.
- The budgeted \$281 million for the Resident Coordinator system million amounts to about 0.5% of the 2022 \$54.5 billion in operational activities for development.
- The Secretary-General's proposal to replace voluntary contributions with assessed funding from the regular budget is less than 0.3% of that total.

Feedback to date

Host countries surveyed by DESA:

- 91% agree that RCs have the needed **profile and skillsets**.
- 92% say RCs effectively lead the UNCT **delivery of strategic support** for national plans and priorities, compared to 79% in 2019.
- 82% say the RC serves as a strengthened **entry point to the UN offer** – a 20% increase from perceptions in 2019.
- 85% note that RCs provided strengthened **leadership** compared to before the reform – a 23% jump from 2019.
- 84% agree that RCs displayed strengthened/increased **impartiality** vis-a-vis UN entities since 2019 – a 25% increase since 2019.
- 86% say RCs have strengthened **capacity** – an increase of 20% since 2019.
- 86% say RCs have strengthened **management skills**, compared to 79% in 2022 and 75% in 2021.
- 84% say that RC have strengthened **authority**, compared to 59% in 2019 (a 25% increase).
- 88% point out that RCs have increased focus on **common results**, compared to 60% in 2019 (a 28% jump).
- 84% report that RCs have **reduced duplications**, compared to 56% in 2019 (another 28% increase).
- 87% said RCs contributed to leveraging **partnerships** in support to national efforts to advance the 2030 Agenda and achieve the SDGs (compared to 92% in 2022 and 85% in 2020).
- 79% say RCs contributed to building stronger **synergies across development, humanitarian and peacebuilding** interventions (compared to 88% in 2022 and 77% in 2021).
- 79% note that the RC and the UNCT have **built the capacity of public institutions** for SDG acceleration.
- 94% agree that **Cooperation Frameworks** enabled them to ensure that UN activities effectively respond to national priorities (and increase from 89% since the reforms).
- 90% say **UNCTs have the right mix of capacities** to support national development efforts (from 76% since the reforms).
- 94% vs. 92% in 2022 and 88% in 2021 agreed that the UN adequately provided **evidence-based policy advice**.

Contributing countries surveyed by DESA:

- 91% in 2023 (vs. 87% in 2021) note that the RC system has **scaled up collective action for the SDGs**.
- 71% agree that RCs convened **multi-stakeholder dialogues for policy coherence** and SDG policy making.

UNCT members surveyed by DESA:

- ✓ 84% agree that RC leadership provides support for needed changes in **national policies and regulatory frameworks** to advance the SDGs.
- ✓ 91% agree that RCs foster coherent and strategic engagement with Government on the UN's normative agenda (compared to 89% in 2021).
- ✓ 82% confirm that RCs contributed to building stronger **synergies** across development, humanitarian, and peacebuilding interventions.
- ✓ 90% consider effective the support for **strategic planning** by the RC office – a constant figure since 2021.
- ✓ 89% consider effective the support for **communications** and advocacy by the RC office (an increase from 87% since 2021).
- ✓ 84% consider effective the support for data management and **results reporting** by the RC office (as reported in 2021, but a slight decrease from 86% in 2022).
- ✓ 79% consider effective the support for **economic analysis** by the RC office, compared to 62% in 2022 and a 13% jump since 2021.
- ✓ 71% consider effective the support for **partnerships** and resource mobilization by the RC office (as reported in 2021, but a decrease from 77% in 2022).

Independent evaluations:

2023

- The evaluation by the Office of Internal Oversight Services (OIOS) of **the RC system support to enabling coherent UN policy advice** found:

- A 10% increase in the number of UNCT members who reported that RCs led on high quality integrated policy advice and enabled joint advocacy in 2023 compared to 2021.
- A 7% increase of resident UNCT members and a 5% increase of non-resident UNCT members saying they engage with the Government around their respective areas of expertise within a more coherent and coordinated UN policy framework.

2022

- o The [evaluation](#) by the Office of Internal Oversight Services (OIOS) on **DCO regional teams** relevance and effectiveness attested to their importance in enabling RCs to fulfil their leadership and coordination role.
- o The [system-wide evaluation of the Joint SDG Fund](#) noted the RCs' strategic role in enabling UNCTs to access the Fund's resources.
- o The [system-wide evaluation of the UNDS socio-economic response to COVID-19](#) acknowledged the role of RCs in fostering an effective UNDS response to the pandemic.
- o An independent [evaluation of UNFPA's engagement in UNDS reform](#) – a first of its kind among UNSDG entities – noted that the reformed UNDS, including independent RCs, have enabled UNFPA to position its strategic priorities and leverage joint programming for results.

2021

- o The [evaluation](#) by the Office of Internal Oversight Services (OIOS) of the **RC system contribution to country-level programme coherence** noted that the two-and-a-half years after the introduction of RC system reform coherence of UN country-level programming had largely been achieved through Cooperation Frameworks highly aligned with national development needs and some progress had been made on providing more integrated policy advice.

Select visual evidence

- On average, 85% of host Governments confirm Resident Coordinators are stronger in delivering on key aspects of their role – including leadership, coordination and common results, and in their ability to bring the UN development system together. This is a significant increase from an average of 61 per cent in 2019.

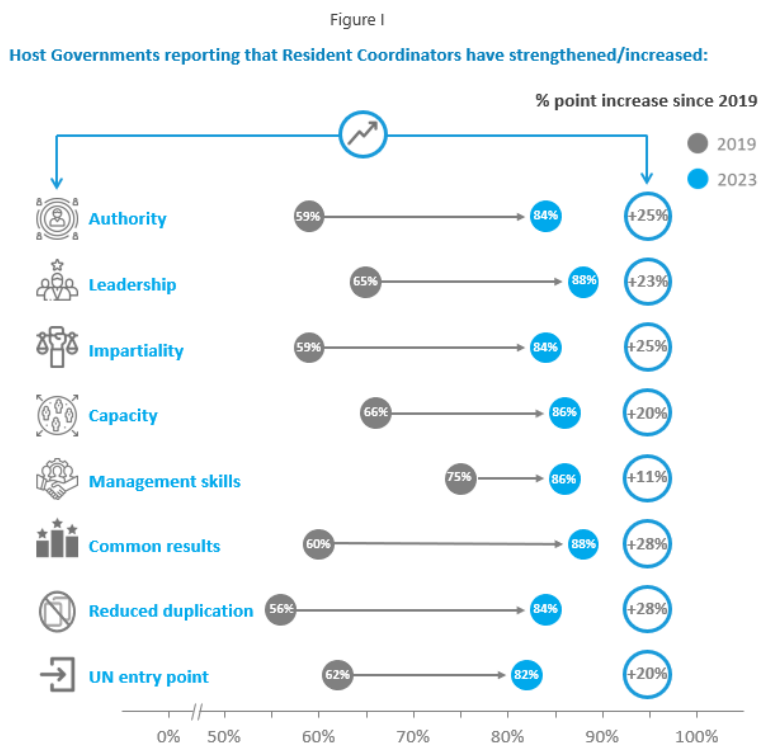
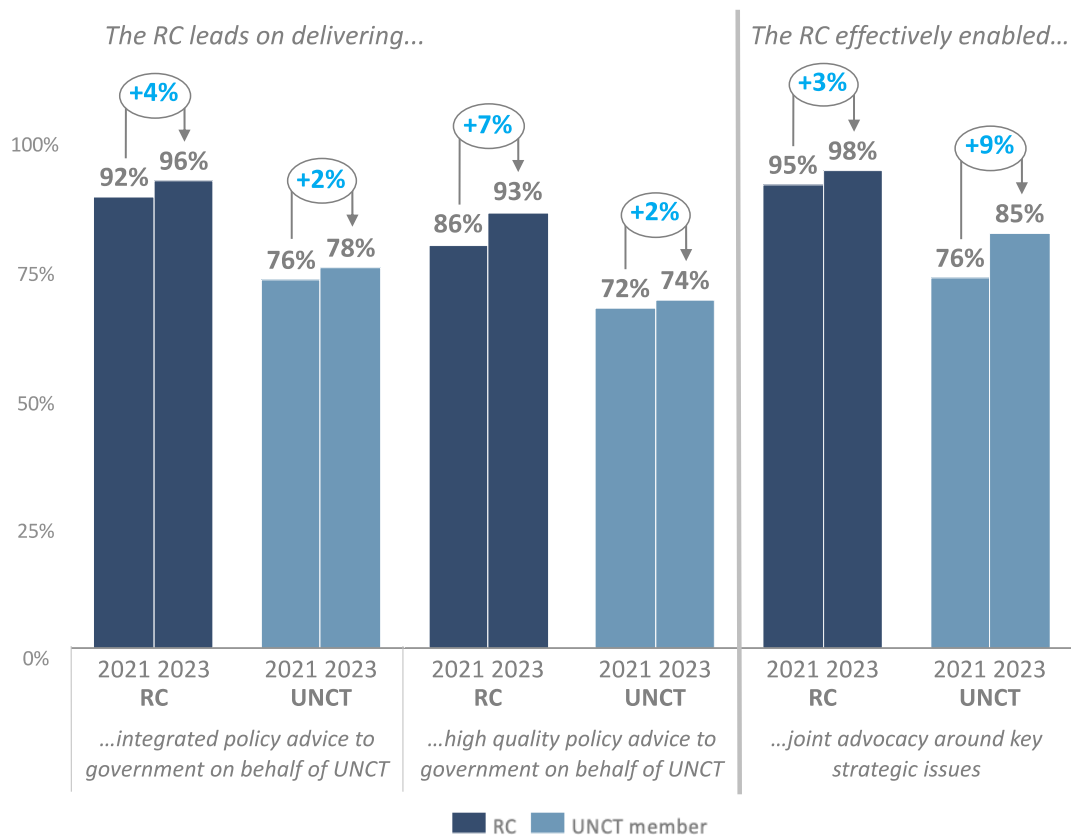
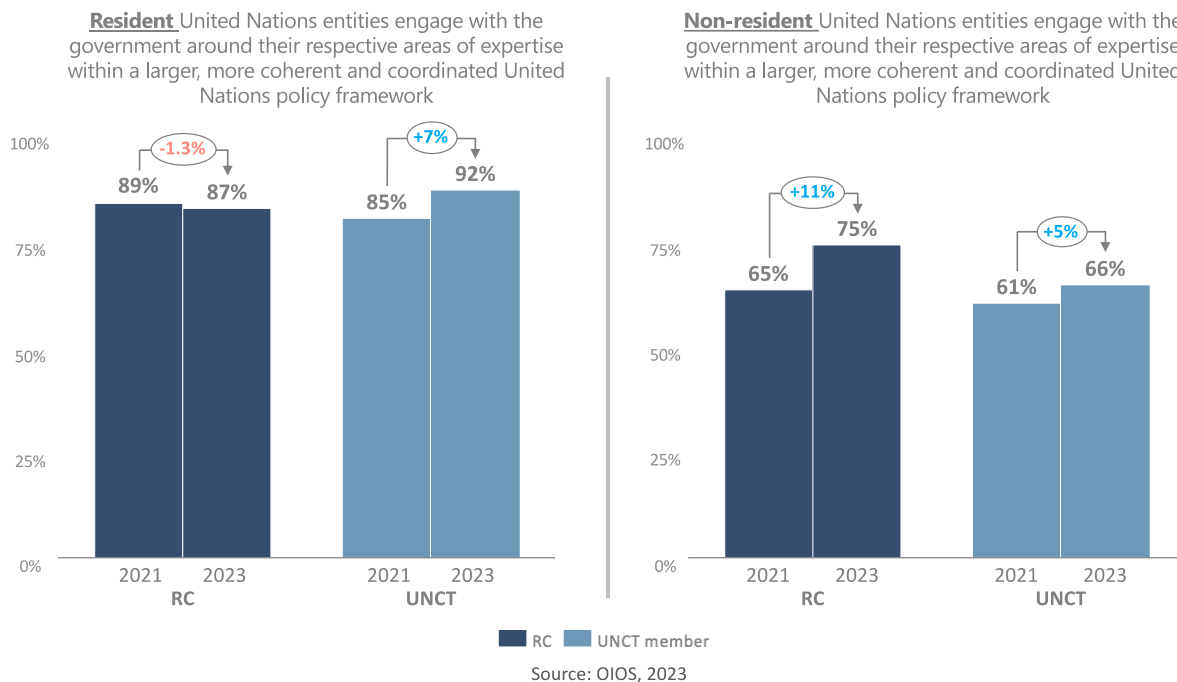


Figure II: RCs and UNCT members surveyed by OIOS reported that the RC effectively led on delivering high quality, integrated policy advice in 2023 and enabled joint advocacy around key strategic issues, compared with 2021.



Source: OIOS, 2023

Figure III: A majority of RCs and UNCT members surveyed by OIOS reported that resident and non-resident UN entities engaged with the government around their respective areas of expertise within a more coherent and coordinated UN policy framework.

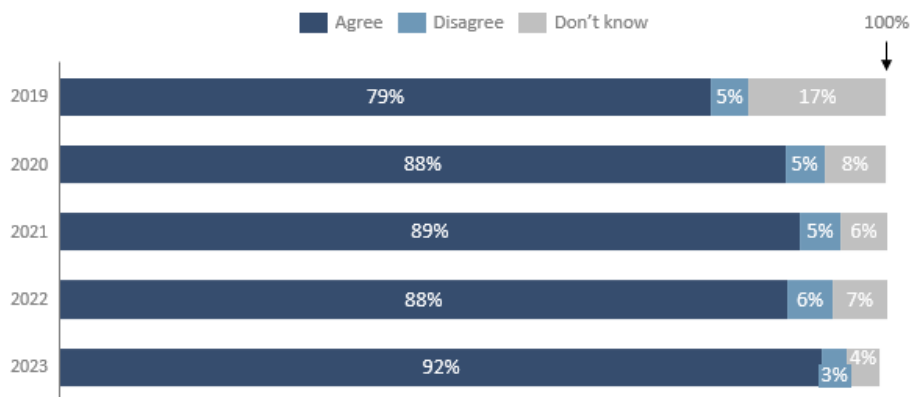


- The DESA annual surveys confirm the increased ability of independent and impartial Resident Coordinators to effectively lead UN country team strategic support to national plans and priorities compared to pre-reform, with 92% of host Governments saying so in 2023 against 79% in 2019.

Figure IV

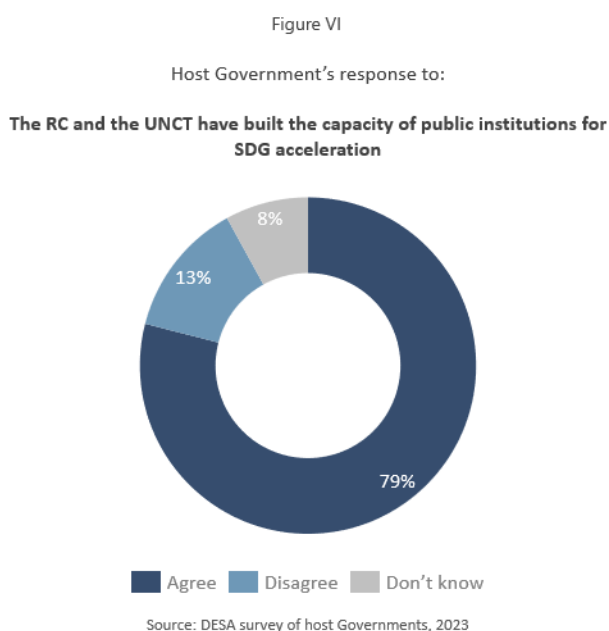
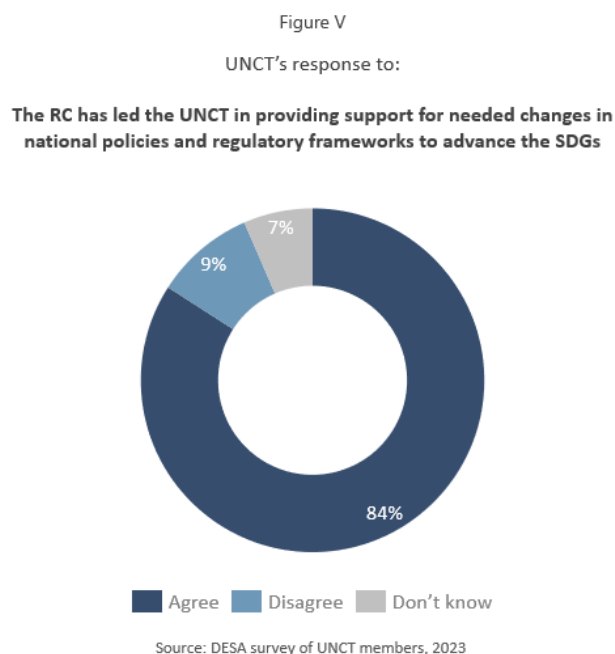
Host Government's response to:

The RC effectively leads the UNCT strategic support for national plans and priorities

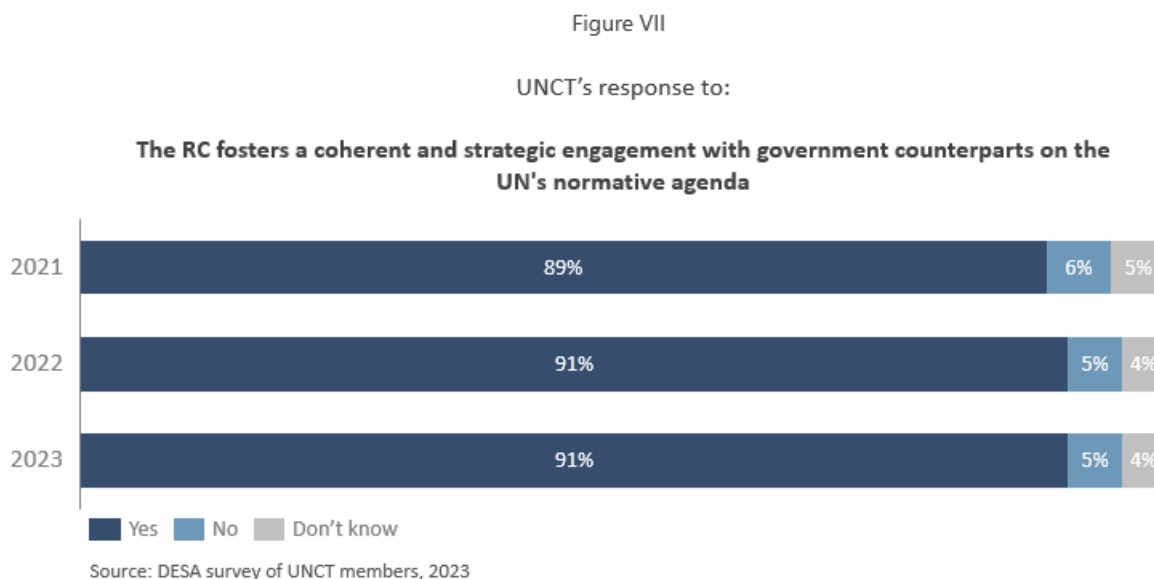


Source: DESA survey of host Governments, 2023

- New indicators introduced to measure the ability to help Governments transform their national capacities and policies for SDG acceleration are equally encouraging: 79% of host Governments agreed that the Resident Coordinator and the UN country team built the capacity of public institutions for SDG acceleration. Similarly, 84% of UN country team members agree that Resident Coordinator leadership provides support for needed changes in national policies and regulatory frameworks to advance the SDGs.



- 91% of UN country team members surveyed by DESA in 2023 agree that Resident Coordinators foster coherent and strategic engagement with Government on the UN's normative agenda; and 92% consult with the Resident Coordinator on sensitive cases in this respect.

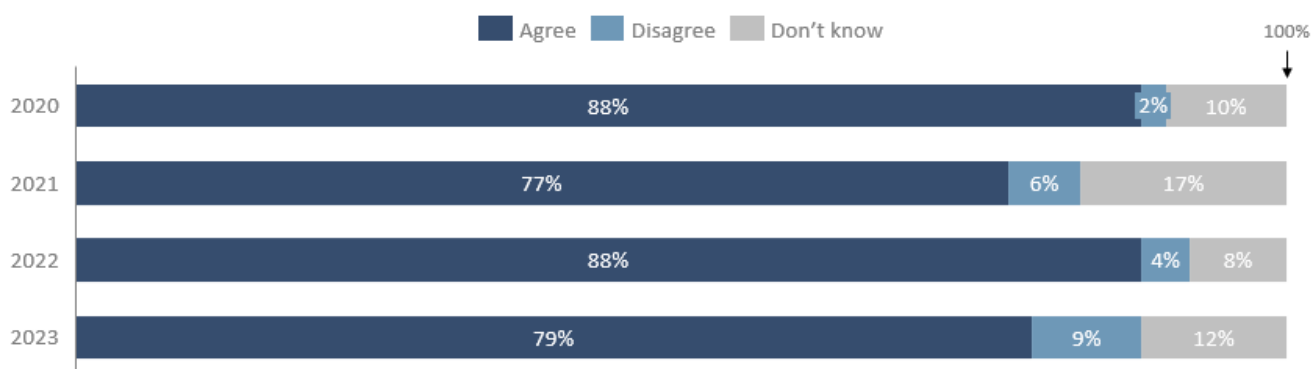


- Resident Coordinators have strengthened synergies across the UN’s work, ensuring the UN’s efforts by different pillars better address root causes of crises and reduce drivers of humanitarian needs, risks and vulnerabilities as foundations for sustainable development – albeit with different levels of satisfaction over the years.

Figure VIII

Host Government’s response to:

The RC has contributed to building stronger synergies across development, humanitarian and peacebuilding interventions

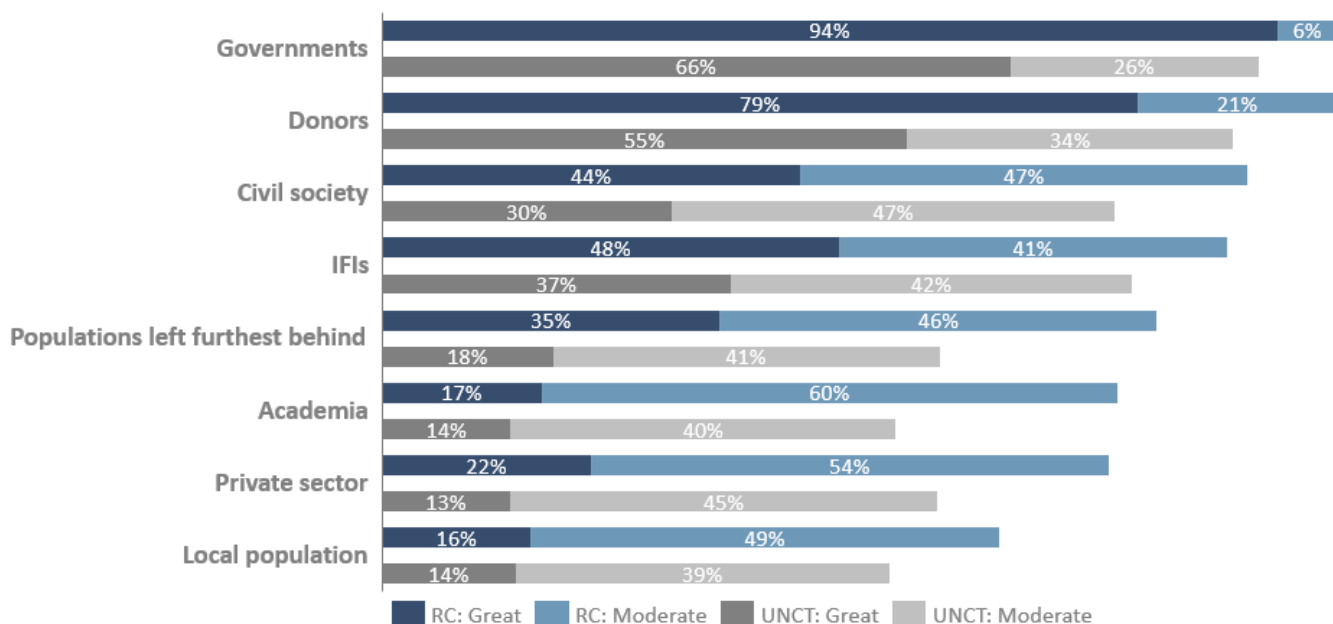


Source: DESA survey of host Governments, 2023

- Resident Coordinators are helping scale up UN country team’s engagement with bilateral donors, the private sector, IFIs, civil society, academia, and a wide range of other national and international institutions for SDG policy, partnership and financing solutions.

Figure IX: RC engagement with stakeholders at the country level

Per cent (%) of RCs and UNCT members surveyed reporting that RCs engaged the following categories of stakeholders to a “great” or “moderate” extent



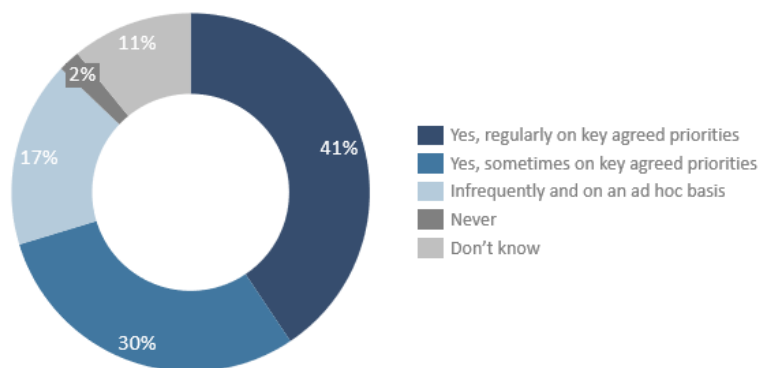
Source: OIOS, 2023

- Resident Coordinators are also ensuring participatory engagement in SDG policy dialogues: 71% of contributing countries surveyed by DESA (see figure) agree that Resident Coordinators convened multi-stakeholder dialogues for policy coherence and SDG policy making.

Figure X

Contributing Government's response to:

RC convene multi-stakeholder dialogues with government and donors to support and enable policy coherence and policymaking aligned to the SDGs



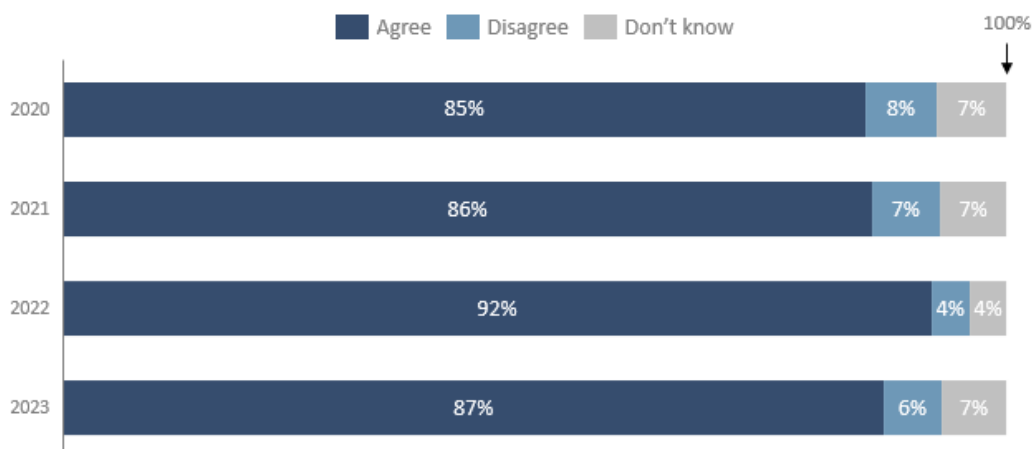
Source: DESA survey of contributing Governments, 2023

- While host Governments remain very positive about partnerships led by the Resident Coordinator for the SDGs, there has been a slight decline in 2023. This may be due, in part, to the imposition of cost-curtailment measures on elements of the resident coordinator system budget that support convening and partnership development.

Figure XI

Host Government's response to:

The RC has contributed to leveraging partnerships in support of national efforts to advance the 2030 Agenda and achieve the SDGs:



Source: DESA survey of host Governments, 2023

- The Joint SDG Fund has continued to promote integrated support for national policy and regulatory changes, particularly in enhanced social protection in 39 countries, implementing Integrated National Financing Frameworks (INFF) for SDG financing in 69 countries, supporting resilience in 42 SIDS, and supporting the UN's emergency response in over 100 countries affected by the global cost-of-living crisis.

THE JOINT SDG FUND IMPACT AS OF 2023

To date, the Fund has made US\$268 million in financial commitments to 119 UNCTs across 236 joint programmes in collaboration with 31 UN entities

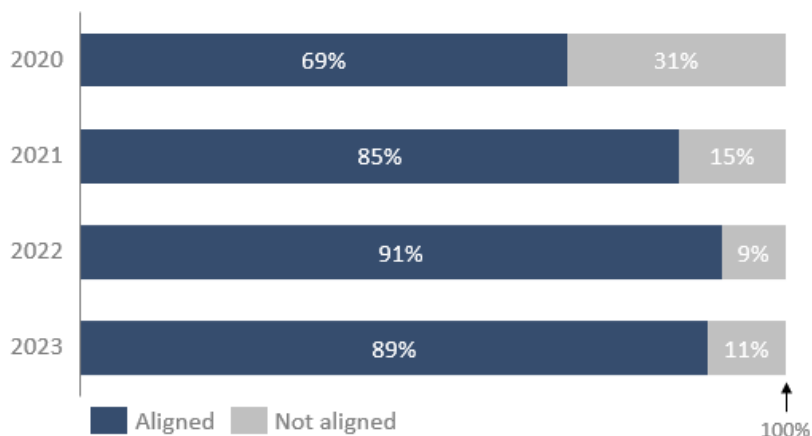


- Resident Coordinator offices are working with UN country teams to develop better joint communications strategies tailored to Cooperation Framework priorities.

Figure XII

Resident Coordinators' Offices response to:

UNCTs with a Joint Communications Strategy aligned to the Cooperation Framework



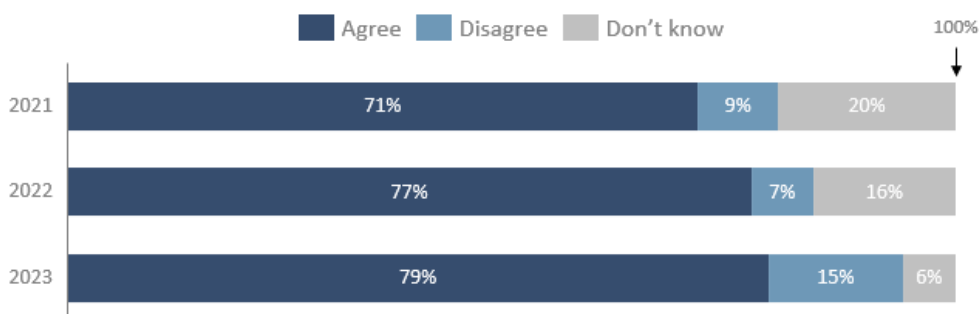
Source: UNINFO IMS, 2023

- Host Governments increasingly appreciate the role of Resident Coordinators in ensuring efficient use of resources and nearly 80% believe that Resident Coordinators do so by minimizing duplication across UN entities.

Figure XIII

Host Government's response to:

The RC helps to minimize duplication of efforts among UN agencies, ensuring the efficient use of resources



Source: DESA survey of host Governments, 2023

- Geographic representation among Resident Coordinators has improved steadily, with 54% of Resident Coordinators from programme countries as compared to 49% in March 2022 and 41% pre-reform. The share of programme country candidates in the Resident Coordinator pool also jumped from 36% pre-reform to 46% in March 2023 and 49% in March 2024.

Figure XV: Resident Coordinators by gender

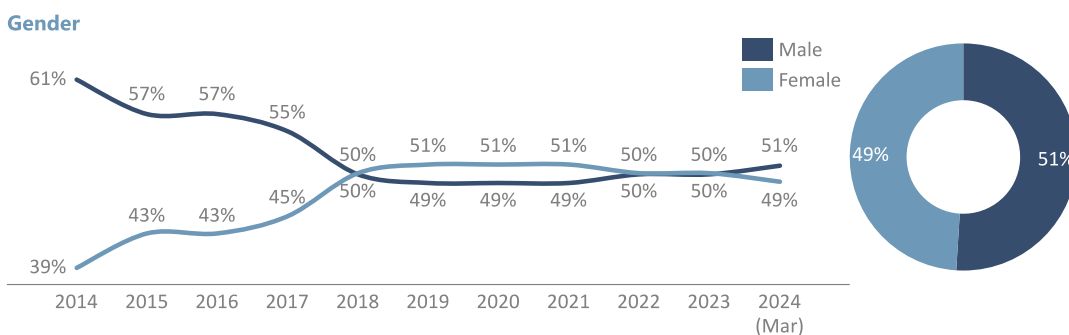
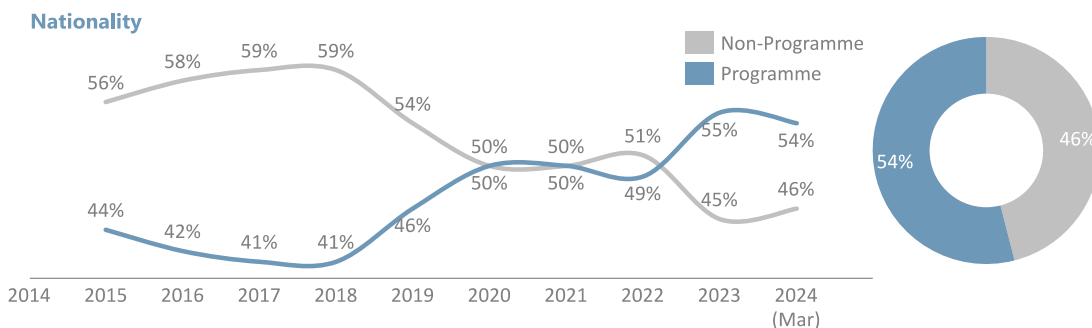


Figure XVI: Resident Coordinators by nationality



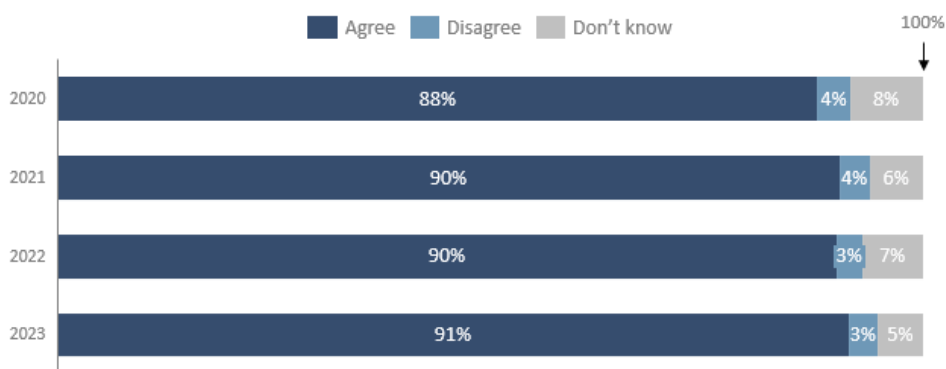
Source: DCO, 2024

- DCO now undertakes a robust analysis of the profile needed for each country, working closely with OCHA and DPPA/DPO when Resident Coordinators are expected to serve as Humanitarian Coordinators and Deputy Special Representatives of the Secretary-General, before a selection is made by the Secretary-General. As requested by Member States, DCO also systematically consults the host country on the necessary profile of the Resident Coordinator before advertising the position. As a result, 91% of host countries consider the Resident Coordinator profile and skillsets appropriate to support their country’s development.

Figure XIV

Host Government’s response to:

The RC has the right profile and skillsets to support your country’s development

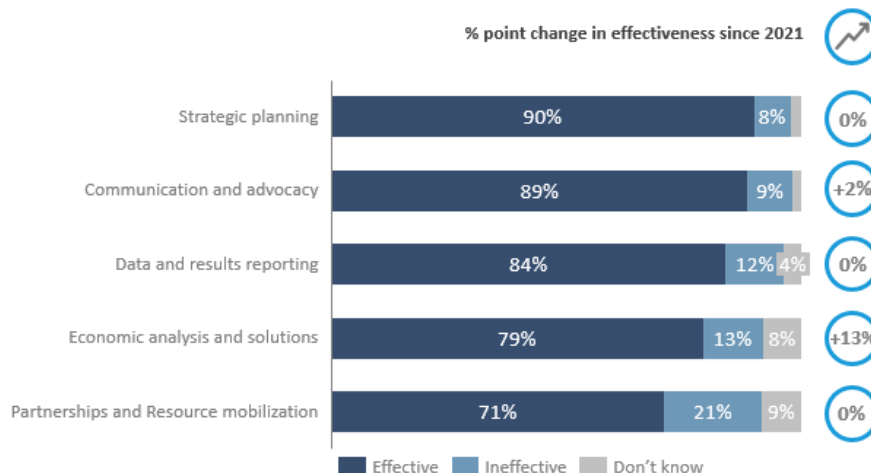


Source: DESA survey of host Governments, 2023

- UNCT member entities continue to be largely satisfied by the support received from the Resident Coordinator office, with a significant jump registered in the effectiveness of support received for economic analysis and solutions, which in 2022 had a rating of only 62% (the lowest among the other core support functions in the Resident Coordinator office). DCO had taken note of the 2022 ratings and committed to correct course and help the system to improve.

Figure XVII

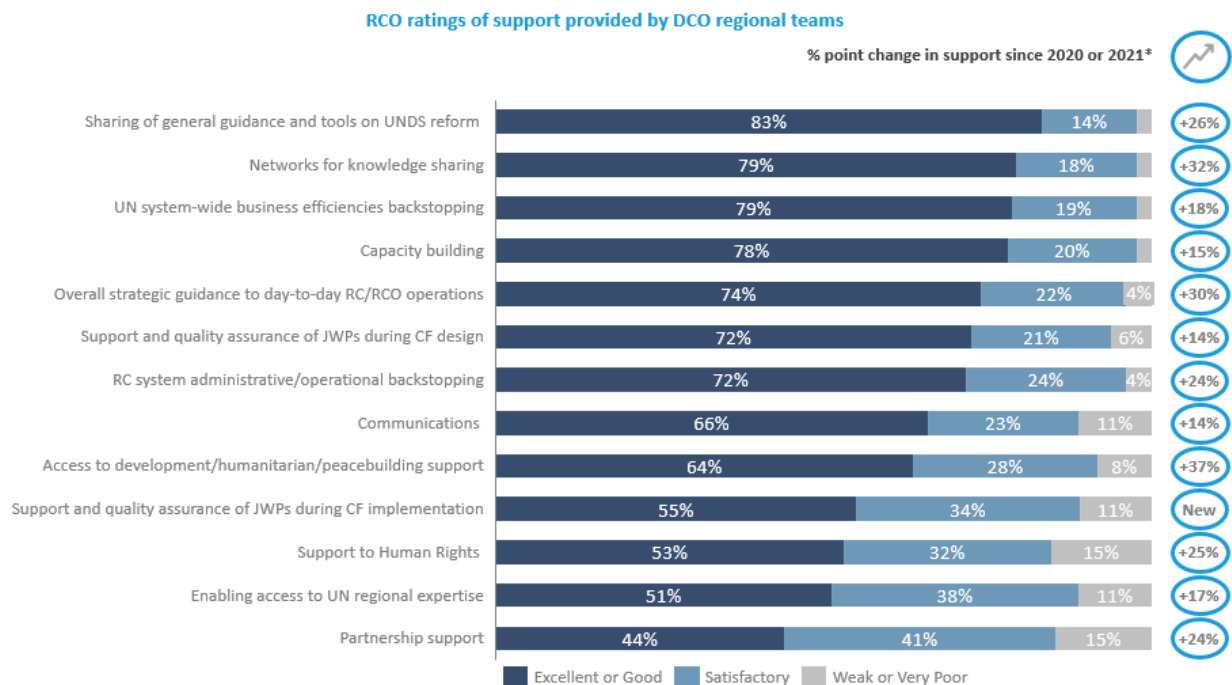
UNCT members ratings of support from the Resident Coordinator’s Offices



Source: DESA survey of UNCT members, 2023

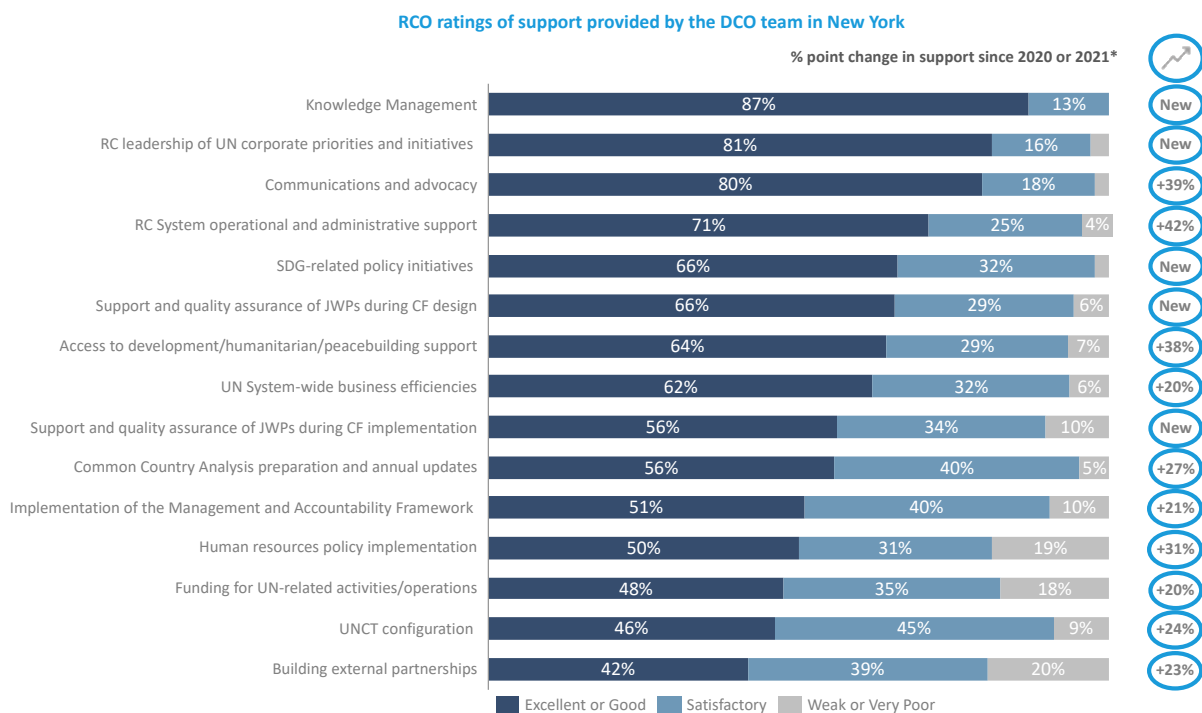
- Similarly, Resident Coordinator offices continued to be largely satisfied with the support received by DCO teams and regional and global levels.

Figure XVIII



* Refers to oldest available baseline (2020 or 2021) and respondents selecting "Excellent" or "Good" rating in 2023 compared to the most positive category of choice before (i.e. "Good" – the categories included before being "Good", "Adequate", "Inadequate", and "No support"). Source: UNINFO IMS survey, 2023

Figure XIX



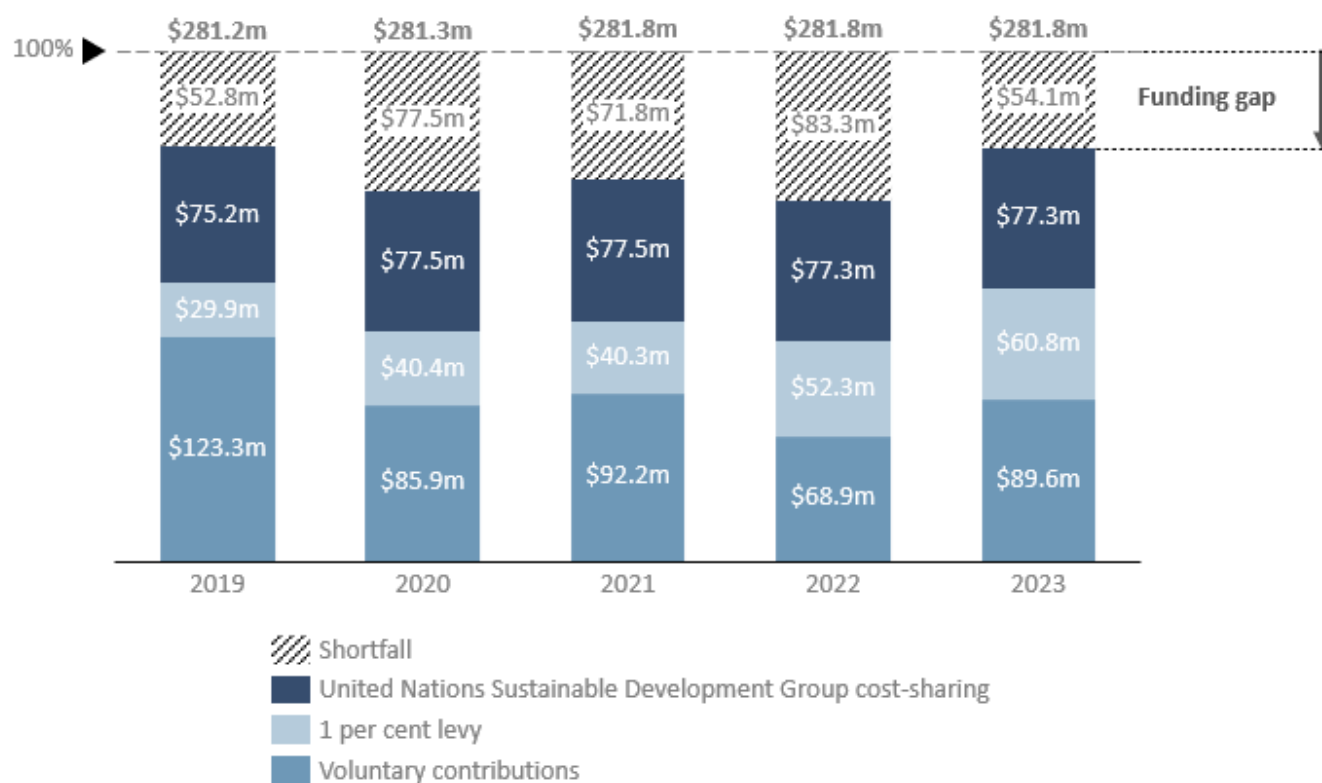
* Refers to oldest available baseline (2020 or 2021) and respondents selecting "Excellent" or "Good" rating in 2023 compared to the most positive category of choice before (i.e. "Good" – the categories included before being "Good", "Adequate", "Inadequate", and "No support"). Source: UNINFO IMS survey, 2023

- DCO had to continue enacting cost-control measures in 2023, seeking to minimize the impact on field operations and core staffing capacity. These measures included temporary freezing of select vacancies; reductions in provisional consultancies and short-term thematic contracting of capacities; cutbacks in DCO regional teams' support to offices; and down-sizing of the country-level Coordination Fund, which is vital for convening and spearheading UN country team and partner initiatives on the ground.
- The investment for improved, impactful and accountable UN development system support amounts to about 0.5% of the 2022 \$54.5 billion in operational activities for development. The Secretary-General's proposal to replace voluntary contributions with assessed funding from the regular budget, presented in his report A/78/753 and currently under Member States' consideration, is less than 0.3% of that total.

Figure XX

Resource requirements and revenue for the Resident Coordinator system

All figures is US\$ million



Source: DCO, March 2024