

# 2025 Report of the Chair of the UN Sustainable Development Group on the Development Coordination Office and the Resident Coordinator system

## Key data points

### The Resident Coordinator system cohort today

- 75% of current Resident Coordinators (RC) were **appointed after the reform**.
- **RC vacancies** reached a record low in 2024 (10 positions, 8% of the total, versus 18% in 2023).
- 53% of RCs were **women** by March 2025.
- 57% of RCs were from **programme countries** as of March 2025, compared to 51% in 2023 and 41% pre-reform.
- RCs hail from a wider **range of UN entities** (26 as at March 2025, compared to 24 in 2023 and 17 pre-reform). The largest group of RCs are from outside the UN (15 as at March 2025, compared to 4 pre-reform).
- 54% of **Resident Coordinator Office (RCO) staff** (national and international) were female by the end of 2024, compared to 53% in 2023, including an increase at the P5 level from 45% in 2023 to 53% in 2024.
- 53% of **international RCO staff** were from programme countries in 2024, remaining steady from 52% in 2023.
- **Only 33%** of RCOs were fully staffed in 2024.

### The Resident Coordinator system's contribution in 2024

#### *UNCT integrated responses*

- **RCs coordinate 22 entities per UNCT** on average, including non-resident entities, and prioritized more inclusive UNCT configurations to effectively implement a systems approach to SDG acceleration.
- All UN country teams (UNCTs), except DPRK, transitioned to **Cooperation Frameworks** and 10 UNCTs designed their second Cooperation Framework cycle in 2024.
- 98% of host Governments surveyed in 2024, (94% in 2023) agreed that the activities of the UN, as articulated in the **Cooperation Framework and the country's development needs** and priorities were very closely or closely aligned.
- 98% of host Governments surveyed in 2024, (96% in 2023) agreed or strongly agreed that the **Cooperation Framework ensured that UN activities were effectively responding to national priorities**, including on the delivery of the Sustainable Development Goals (SDGs).
- 60% of Cooperation Frameworks prepared in 2024 involved **consultation with persons with disabilities**, up from 55% in 2023.
- Over half of UNCTs (53%) incorporated **foresight** into the design and implementation of their Cooperation Frameworks in 2024, marking a significant increase from 35% in 2023.
- 21% of UNCT entities **do not derive their programming instruments** from the Cooperation Framework.
- 92% of host Governments (90% in 2023) agreed that **UNCT staff had the right mix of capacities and skills** to support the country's development.
- 66% of host Governments (58% in 2023) agreed that it was **easy to access technical expertise from UN entities not physically present** in the country.
- 86% of host Governments (87% in 2023) agreed that **RCs facilitated UN–Government dialogue** on a needs-basis and tailored UN country presence.
- 81% of contributing Governments (vs. 86% in 2023) said the RC system helped leverage the **comparative advantages** of individual UN entities.
- 90% of contributing countries (91% in 2023) agreed that the **RC system helped scale up collective action for the SDGs**.
- 84% of contributing countries (vs. 83% in 2023) agreed that the RC system helped improve **coherence in UN activities** and in reducing the duplication of efforts.
- 89% of host Governments agreed that the UN provided **integrated policy advice** (up from 88% in 2023).
- 89% of host Governments (92% in 2023) agree that **RCs effectively led strategic UNCT support for national plans** and priorities, demonstrating a slight decline in perceptions.
- 88% of UNCT members (84% in 2023, agreed that **RCs successfully lead the UNCT in providing support for changes in national policies** and regulatory frameworks

- 93% of host Governments (86% in 2023) indicated that **RCs and UNCTs provided support for needed changes in national cross-sectoral policies** and regulatory frameworks to advance the SDGs.
- 116 UNCTs submitted **System-Wide Action Plan (SWAP) gender equality** score cards in 2024, compared to 87 in 2023.
- 100% of UNCTs reported in 2024 on the implementation of the **UN Disability Inclusion Strategy** for the fourth consecutive year.

#### **Partnerships, funding and financing**

- 79% of UNCTs (104 out of 132) reported having a **Joint Partnership and Resource Mobilization Strategy**—up from 61% (80 out of 132) in 2023 and just 22% (28 out of 130) in 2020.
- 73% of UNCTs (68% in 2023) reported **working with International Financial Institutions (IFIs)**, primarily focusing on data collection and analysis, joint policy advice, technical assistance and service delivery for the SDGs.
- 58 countries reported annual **European Union-UNCT strategic dialogues**, co-convened by RCs and EU Heads of Delegation, fostering stronger and more impactful partnerships.
- 90% of host Governments (87% in 2023) reported that **RCs contributed to leveraging partnerships** in support of national SDG efforts.
- 92% of host Governments surveyed in 2024, (91% in 2023) agreed that the **UN boosted their capacity for SDG partnerships**.
- 73% of UNCT members (60% in 2023) agreed that the RC facilitated the UNCT's focus on **national opportunities for public and private investments at scale**.
- 76% of host Governments agreed that RCs helped **convene stakeholders on sustainable development financing** (up from 68% in 2023) to support national Governments in their efforts to advance the SDGs.

#### *The Joint SDG Fund and other pooled funds*

- 136 new joint programmes were established by the **Joint SDG Fund** in 2024, focused on food systems, energy, digitalization, jobs, and social protection across 90 countries, with a total of \$152M, aiming to catalyze over 230 new and enhanced policy reforms, benefit more than 27 million people, and mobilize over \$250M in SDG financing in the coming years.
- The Joint SDG Fund's **outlay** to date is \$344M, including \$76M committed in 2024.
- The Joint SDG Fund has **catalyzed** an additional \$1.6B in investments, increasing the Fund-level leverage ratio to 1 to 19.
- The Joint SDG Fund reached a **capitalization milestone** of \$89.8M in signed contributions from 17 Member States, up 160% from 2023, these amounts fell well short of the annual Funding Compact target of \$500M.
- 80% of 2024 contributions to the Joint SDG Fund remained concentrated on **three donors** (Spain, Germany, EU).
- In 2024, RCs in 32 countries steered \$116M in **Peacebuilding Fund** investments toward 53 joint UNCT initiatives.
- RCs supported the establishment and expansion of **country-level development focused pooled funds**, which reached \$353M in deposits in 2024 (a 8.6% increase from 2023).
- 70% of UNCTs successfully mobilized global pooled funding in 2024, a decrease compared to 82% in 2023, largely due to decreased capitalization.

#### **Programme coherence in complex settings**

- 74% of OIOS-surveyed government officials in complex settings reported that **the RC helped set a national SDG agenda in those countries**.
- 87% of host Governments surveyed agreed that **RCs contributed to stronger complementarity and coherence** across development, humanitarian, and peacebuilding efforts, an increase from 79% in 2023.
- 87% of UNCT entities agreed that **RCs fostered greater complementarity and coherence** in development, humanitarian, and peacebuilding efforts, up from 82% in 2023.
- 95% of host Governments where multi-hatted RCs are present agreed that RCs displayed **strengthened ability to serve as an entry point** for easy access to the UN offer in 2024 – a significant increase from 82% the previous year.
- 44% of OIOS surveyed RCs and UNCT members noted **opportunities to improve inter-agency coordination** through better funding and working approaches.

#### **Accountability and transparency**

- 80% of **audit and evaluation recommendations** addressed to DCO were implemented by the due date in 2024, a significant increase from 55% in 2023.
- 100% of RCOs produced a **UN Country Results Report** in 2024, for the third consecutive year.
- 83% of host Governments (vs. 77% in 2023) indicated that the RC provided a **report on the results** achieved by the UNCT in their country—up significantly from 46% in 2020.
- All 31 countries expected to **evaluate their Cooperation Framework** initiated work in 2024, 14 of them had completed work by March 2025.
- 124 countries report on their Cooperation Frameworks through **UN Info**.
- 95% of UNCTs now have **joint advocacy strategies** linked to their Cooperation Frameworks, with 86% of them funded through agency cost-sharing. 62% of UNCTs had dedicated annual communications budgets in 2024.

### Efficiencies

- \$6.2M of **cost avoidance** was estimated to have been generated in 2024 from the transition of RC system operational services from UNDP to the UN Secretariat, which was \$1.7M higher than in 2023.
- 3 **Common Back Offices (CBO)** were established in Brazil, Tanzania, and Viet Nam during 2024, bringing the total to 4 including the one in Kenya.
  - In Brazil, the CBO provides 86 services to 15 UN entities and around 1,200 UN personnel.
  - In Viet Nam, the CBO provides 76 services to 16 entities and around 600 UN personnel, with per capita operational costs now the lowest in the region.
  - In Tanzania, the CBO provides 12 services to 17 entities and nearly 900 UN personnel.
  - In Kenya, the CBO provides today 82 services to 80 entities and about 6,000 UN personnel.
- 32% of UN buildings were **common premises** in 2024 (up from 31% in 2023), accommodating 56% of UNCT staff globally. 3 projects were completed in Costa Rica, Venezuela and Barbados. There are 41 ongoing projects to build or renovate UN premises worldwide.
- 98% of UNCTs monitored and updated their **Business Operations Strategy (BOS)** in 2024, increasing from 97% in 2023.
- UNSDG entities reported **efficiency gains** of \$596 million in 2024, up from \$553 million in 2023.
- 79% of host Governments agreed that RCs helped to **minimize duplication of efforts** among UN agencies, ensuring efficient use of resources.
- 94% of host Governments agreed that the **UN was efficient in providing support** to countries (93% in 2023).

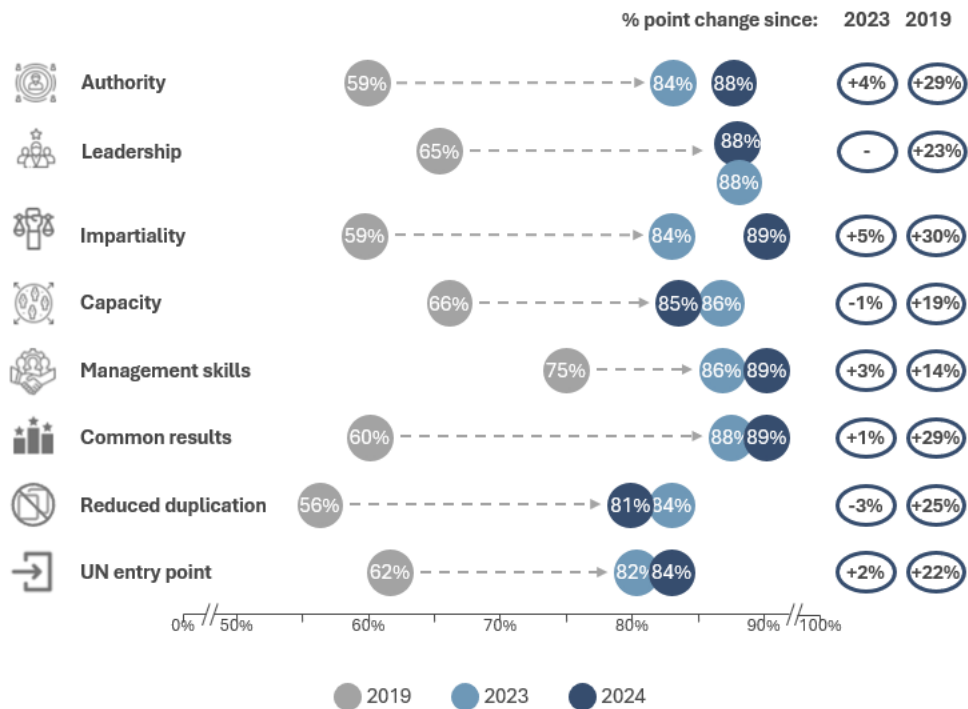
### Funding of the Resident Coordinator system

- The General Assembly decided to provide in 2025 **additional funding of \$53M from the regular budget**, adjust the UNSDG cost-sharing annually for inflation, and maintain the 1% coordination levy on tightly earmarked contributions and voluntary resources.
- In 2024, donor contributions to the **Special Purpose Trust Fund (SPTF)** continued at similar levels as in 2023, amounting to \$87.9M at the end of the year.
- The UNSDG **cost-sharing** provided \$77.3M.
- **Revenues from the 1% coordination** levy decreased to \$36.9M in 2024, from \$60.8M in 2023, reflecting delays in administering the levy and early indications of the impact of development funding cuts.
- There was a slight decrease in the number of countries making contributions with **only 26 countries making commitments**, compared to 29 in 2023. Of 10 multi-annual agreements, 3 concluded.
- Total **funding for the SPTF** amounted to only \$202.1M at the end of 2024, **leaving a gap** of \$79.7M against the full RC system budget of \$281.8M.
- **Cost-control measures** in 2024 included reduced country-level Coordination Fund allocations to 90 offices and temporary freezing of select RCO vacancies in 64 countries.

## Select visual evidence

- Host Governments reported continued strengthening and increased performance across key attributes of RCs in 2024, demonstrating significant gains in areas such as authority, leadership, and common results.

Figure I: **Host Governments reporting that RCs have strengthened/increased:**



Source: DESA survey of host Governments, 2024

- Gender balance and geographical diversity among RCs continued to improve, contributing to a more diverse and effective RC leadership.

Figure II: **Resident Coordinators' gender by nationality**

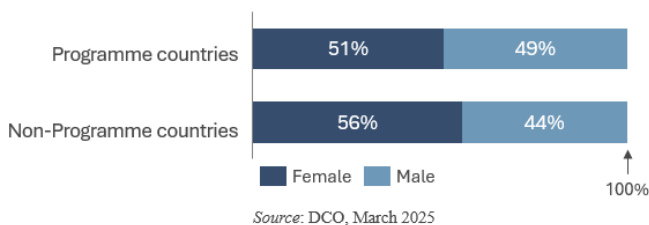
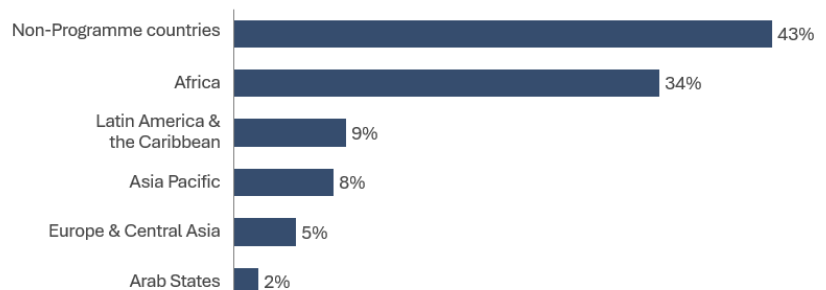


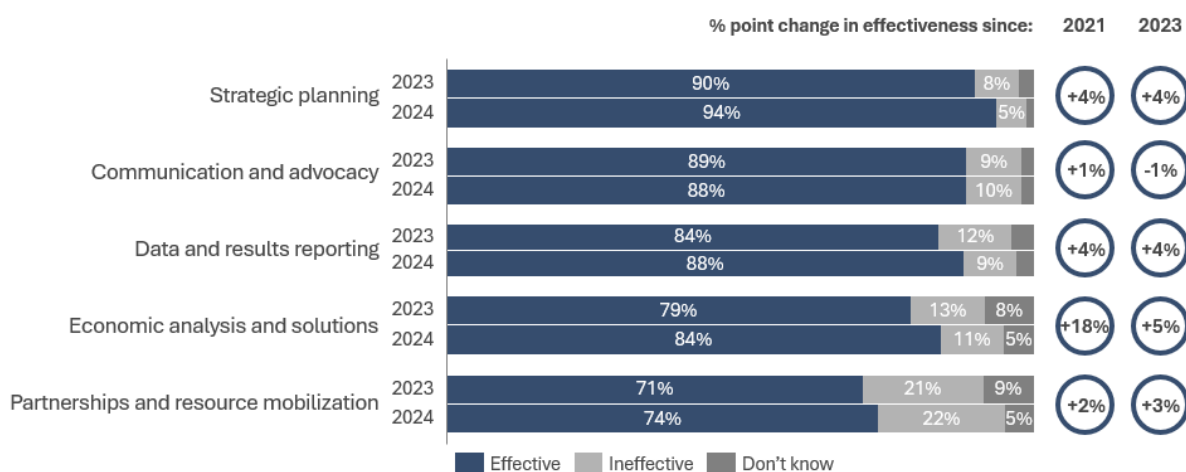
Figure III: **Resident Coordinators by region of nationality**



Source: DCO, March 2025

- UNCT members appreciated the support received from RCOs in 2024, with a majority rating strategic planning support as very effective or somewhat effective, and a notable increase in the perceived effectiveness of economic analysis and solutions support, highlighting the strengthening of these core capacities.

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



Source: DESA survey of UNCT members, 2023 & 2024

Strategic planning: 94% vs. 90% in 2023 – a 4% increase

Economic analysis: 84% vs. 79% in 2023 – a 5% increase

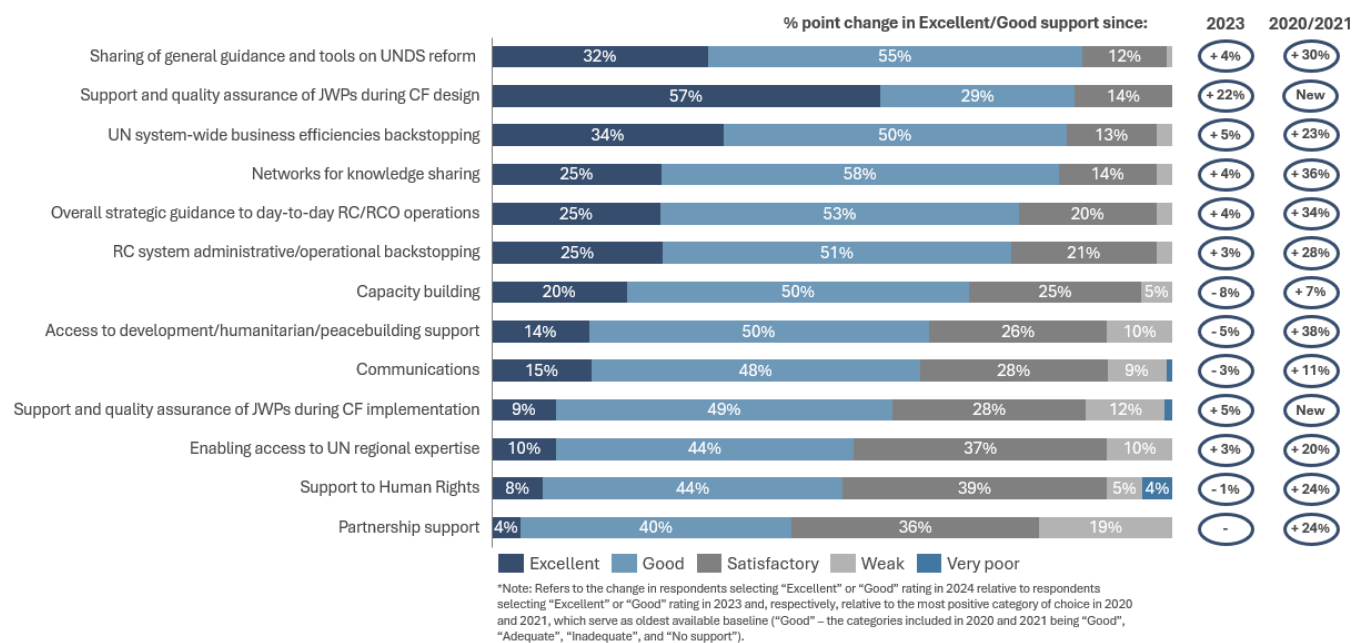
Partnerships: 74% vs 71% in 2023 – a 3% increase

Comms and advocacy: 88% vs. 89% in 2023 – stable with a minor 1% decrease

Data and results reporting: 88% vs. 84% in 2023 – a 4% increase

- While RCOs expressed satisfaction with support from DCO regional teams in areas like support and quality assurance of Cooperation Framework design and networks for knowledge sharing, there is also an evident lack of resources for learning and dedicated regional communication support.

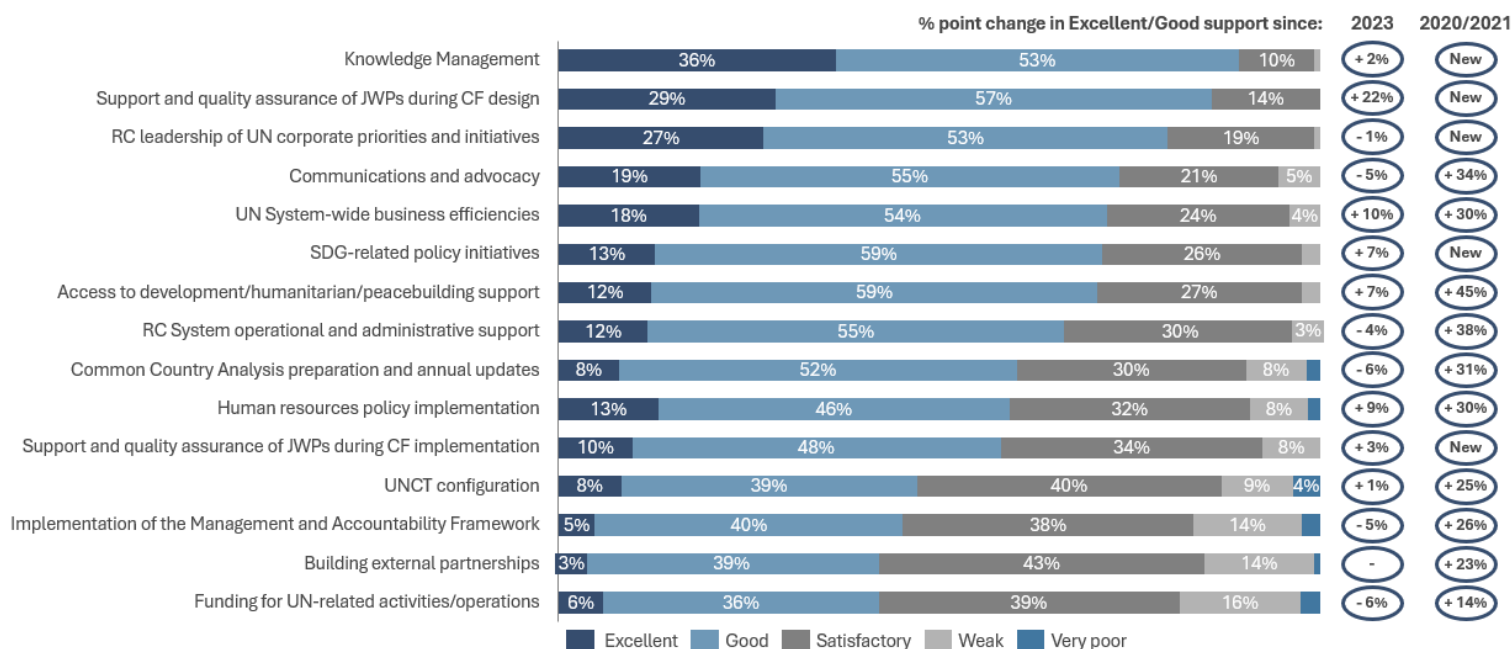
Figure V: RCO ratings of support provided by DCO regional teams



Source: IMS, 2024

- There is a steady increase in RCOs' ratings of support provided by DCO New York, particularly for SDG-related policy initiatives and UN System-wide business efficiencies, though RCOs expressed less satisfaction with support for funding access, partnerships, and MAF implementation.

Figure VI: RCO ratings of support provided by DCO New York



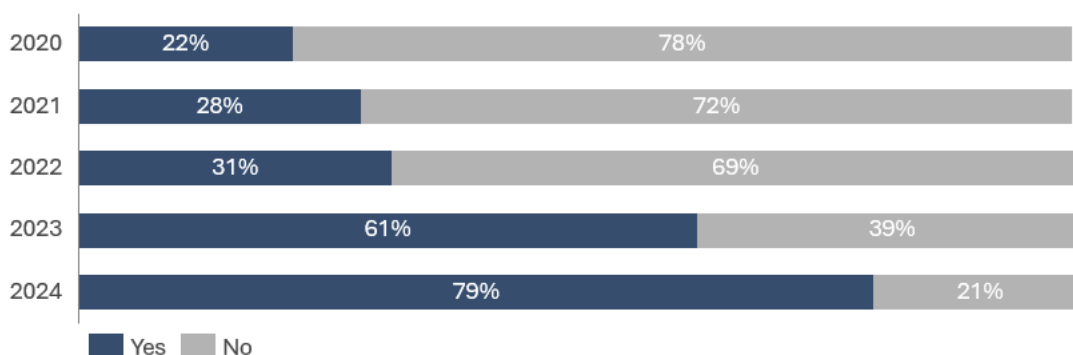
\*Note: Refers to the change in respondents selecting "Excellent" or "Good" rating in 2024 relative to respondents selecting "Excellent" or "Good" rating in 2023 and, respectively, relative to the most positive category of choice in 2020 and 2021, which serve as oldest available baseline ("Good" – the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

Source: IMS, 2024



- UNCTs increasingly adopted joint partnership strategies, demonstrating strengthened UNCT focus on SDG financing enabled through partnerships and tools like the Joint SDG Fund.

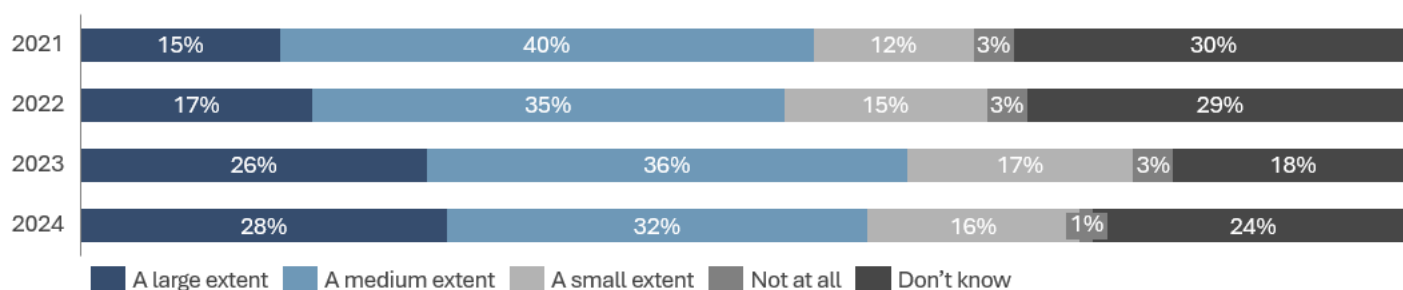
Figure VII: UNCTs with a Joint Partnership and Resource Mobilization Strategy



Source: IMS, 2024

- Host Governments increasingly acknowledged improved collaboration between International Financial Institutions (IFIs) and the UN in country.

Figure VIII: Extent of improved collaboration between IFIs and the UN in country since the launch of the UN development system repositioning in 2018



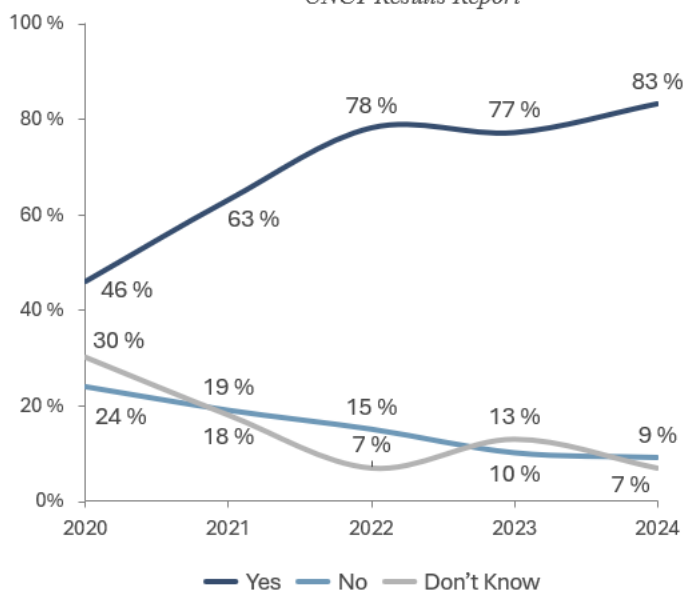
Source: DESA survey of host Governments, 2024

- RCOs achieved a 100% completion rate for UNCT Results Reports on Cooperation Framework implementation for the third consecutive year in 2024, with 83% of host Governments reporting that they were provided with a UNCT Results Report.



**Figure IX: UNCT Results Reports received by host Governments**

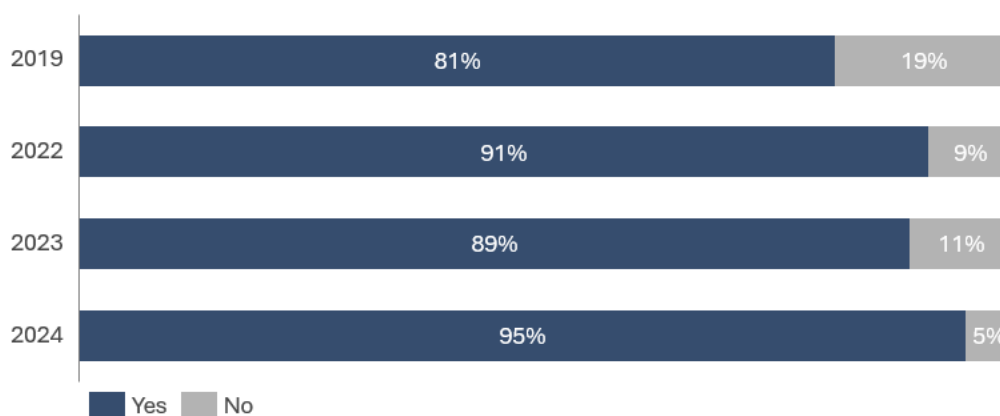
*Host Governments' responses on whether the RC provided them with a UNCT Results Report*



Source: DESA survey of host Governments, 2024

- Nearly all UNCTs had joint communications strategies aligned to their Cooperation Frameworks in 2024, demonstrating successful efforts by RCs to enhance inter-agency collaboration and entities working together to ensure visible and transparent system-wide results.

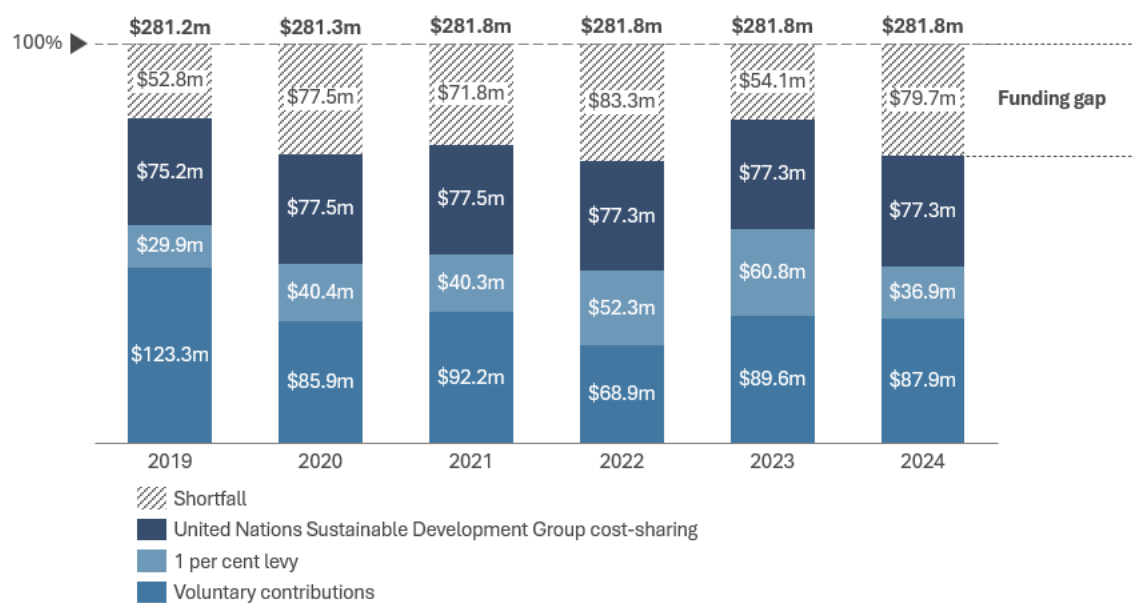
**Figure X: UNCTs with a Joint Communications Strategy aligned to the Cooperation Framework**



Source: IMS, 2024

- In 2024, donor contributions to the Special Purpose Trust Fund (SPTF) continued at similar levels as in 2023, amounting to \$87.9M at the end of the year.

Figure XI: Resource requirements and revenue for the Resident Coordinator system  
*All figures in US\$ million*



Source: DCO, April 2025