



UNITED NATIONS  
SUSTAINABLE  
DEVELOPMENT  
GROUP  
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# REPORT OF THE CHAIR OF THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GROUP



MAY 2026

# REPORT OF THE CHAIR OF THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GROUP

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Eight years after the establishment of the reinvigorated Resident Coordinator (RC) system, dedicated and independent development coordination has demonstrated its value. Operating across more than 160 countries and territories, Resident Coordinators and their Offices (RCOs) provide the central leadership function of the UN development system (UNDS) — aligning UN Country Teams (UNCTs) behind national priorities, facilitating integrated policy and financing solutions, and driving coherence at a time of unprecedented global pressure. In 2025, 93% of host governments affirmed that RCs provide strengthened leadership, a gain of nearly 30 percentage points since 2019.



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## SUMMARY

The RC system's coordination infrastructure advanced on multiple fronts. All UNCTs produced results reports, with 79% of host governments affirming their effectiveness in demonstrating country-level impact. Progress on common premises, common back offices, and business operations strategies continued, with 57% of UN personnel now accommodated in common premises. Independent evaluations and OIOS triennial reviews consistently corroborated RC system performance, with implementation of audit and evaluation recommendations reaching 83% in 2025. Surge coordination support was deployed in 14 RCOs while peace and development advisers and human rights advisers advanced prevention, governance, and rights-based approaches across complex settings — even as funding cuts significantly reduced their deployment.

Against a backdrop of escalating demand, contracting development assistance, and shifting UN country presences, the RC system has embarked on a structured recalibration, informed by Member State and RC consultations and independent evaluations, including by UNDS entities. Four priorities shaped the process: completing the unfinished business of UNDS reform under General Assembly resolution 72/279; strengthening RC leadership and core RCO functions in support of evolving needs; tailoring capacities to country contexts, with particular attention to SIDS, LDCs, LLDCs, and crisis settings; and equipping UNCTs with future-ready capabilities in data, digital solutions, and innovation.

The recalibration operates across three mutually reinforcing levels — country, regional, and headquarters — all within the existing RC system budget.

- ➔ At the country level, it strengthens core coordination functions, increases the share of national staff, and tailors RCO staffing profiles to specific country needs, with reinforced capacities in economic analysis, SDG financing, strategic planning, partnerships, and communications.
- ➔ At the regional level, DCO teams will be reconfigured to deliver faster and more targeted support to RCOs, advance subregional priorities, and better support policy coherence including on SDG financing.
- ➔ At headquarters, DCO will stream-line its leadership structure, consolidate data and digital capacities, and strengthen senior-level oversight and accountability to Member States.

Across all three levels, a deliberate workforce rejuvenation — with a greater share of entry-level positions — will underpin these changes.

The RC system's results in 2025 underscore both its impact and the urgency of adequate resourcing. The RC system faces a persistent and deepening funding gap: overall income in 2025 reached only USD 236.1M against a budget requirement of USD 281.8M, with voluntary contributions declining to their lowest level since the system's establishment.

Recalibration and adequate, predictable funding are complementary — not alternative — responses to what Member States require from the RC system. The forthcoming General Assembly review of the RC system fund-ing model at its eighty-first session presents a timely opportunity to match the demands placed on the system with commensurate resources. As the 2030 Agenda enters its decisive phase, the RC system remains the essential backbone of the UNDS — and the critical vehicle through which the promise of UN80 can and will be realized.



## INTRODUCTION

The challenges to multilateralism and sharp declines in official development assistance, compounded by escalating conflicts and humanitarian crisis, destabilized already precarious development trajectories and slowed progress towards the SDGs in 2025. Across regions, countries grappled with rising debt burdens and widening inequalities, even as the urgency to deliver on the 2030 Agenda intensified. The gap between ambition and results remained significant, particularly for Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs), and Small Island Developing States (SIDS). In this global context, funding for development is under tremendous pressure. Sharp reductions in Member State contributions combined to create a severe funding crisis, forcing difficult decisions on presence and operational capacity across the globe. With more earmarking and less core funding, the UN is not equipped to flexibly deploy resources and expertise. The resulting risk of a less coherent and responsive UNDS reinforces the need for a strong RC system, to drive and ensure coherence, coordination and impact.

A comprehensive body of evidence, drawn from independent assessments, evaluations and surveys, highlights the efforts of the RC system to coordinate and convene UNDS support at the country level. Host Governments have consistently reported high satisfaction across all key dimensions of RC performance. RCs align entities behind national priorities, facilitate partnerships to scale up development support, bridge humanitarian and development action in crisis settings, promote transparency and accountability for results, and advance system-wide efficiencies. Their convening authority adds value well beyond the cost of coordination.

Eight years after their establishment, the RC system and the Development Coordination Office (DCO) have matured to a point that warrants a structural update to better support UNCTs and accelerate SDG implementation. This is also needed in a context of increasing demands, decreasing development funding, and ongoing shifts in the UNDS – including under the UN80 Initiative. This RC system recalibration adjusts the DCO and RC country footprint to reflect lessons learned and evolving needs, drawing on Member State and RC consultations, independent evaluations, and resource assessments conducted throughout 2025 and into early 2026 across plenary, regional, and bilateral formats. Host and donor countries have expressed strong support for a more empowered RC system with clear accountability for resources and results, while consultations across regions and country contexts — including single-, double-, and multi-hatted RCO arrangements and Multi-Country Offices (MCOs) — converged on four priorities: completing the unfinished business of UNDS reform under General Assembly resolution 72/279; strengthening RC leadership and core RCO functions; tailoring capacities to country contexts, with particular attention to SIDS, LDCs, LLDCs, and crisis settings; and building future-ready UNCTs through new technologies. The recalibration also seeks to strengthen the RC system's ability to guide the UN's support for translating intergovernmental mandates, including normative mandates, into country-level action by bringing together UN system entities for coherent policy support, strengthened partnerships and financing for development, including domestic resource mobilization, debt sustainability, and innovative finance.

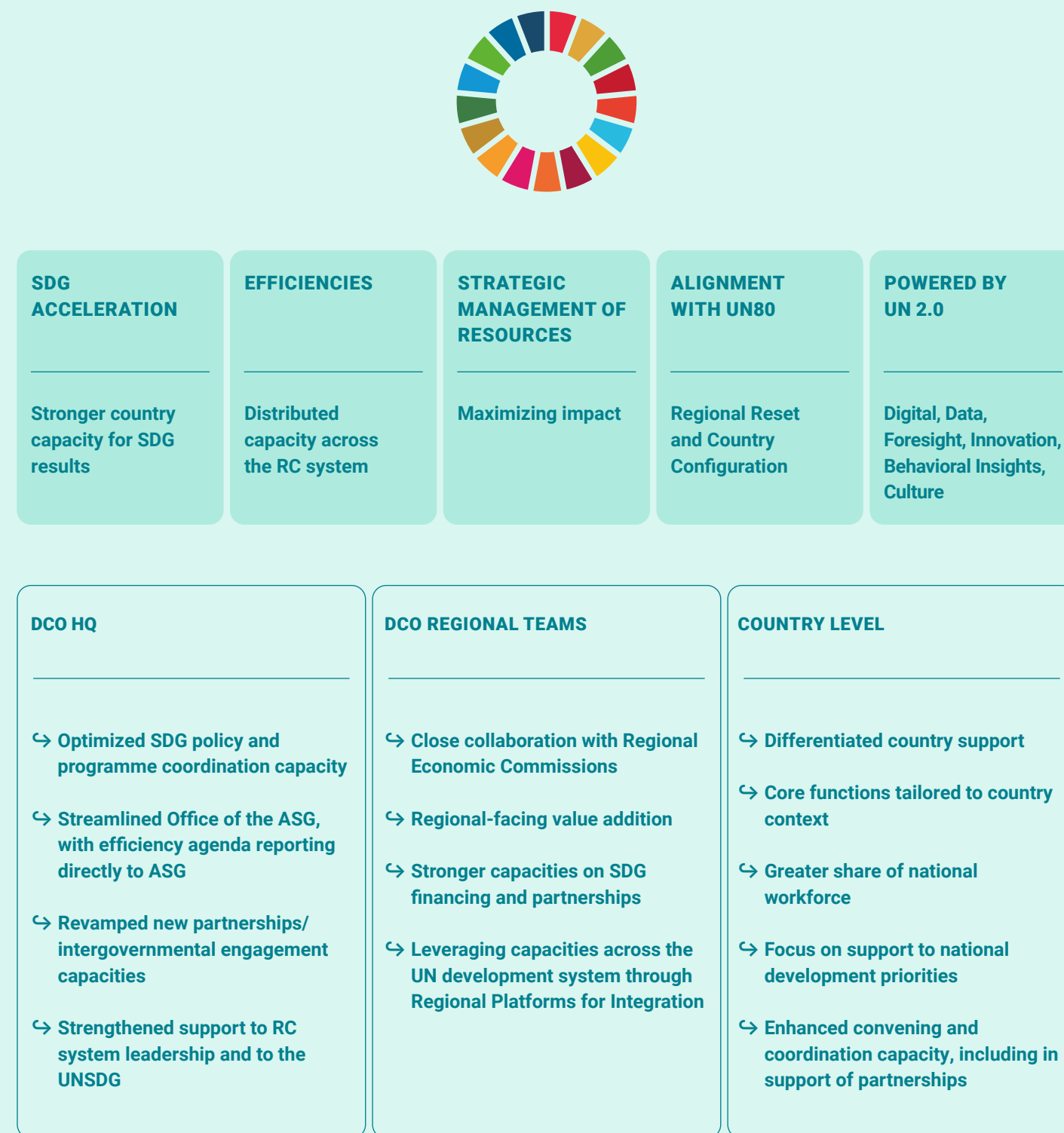
The recalibration seeks to strengthen capacity across three mutually reinforcing levels (Figure I), within the existing RC system budget and in full alignment with General Assembly resolution 72/279.

- ➔ At the country level, the framework strengthens core functions and tailors RCO staffing profiles to each country's needs and contexts — increasing the share of national staff and improving capabilities in data and economic policy analysis, strategic planning, partnerships, and communications — complemented by a strengthened DCO surge mechanism. This would enable RCOs to deliver better on their coordination remit, supporting the breadth of the UNDS response in country.
- ➔ At the regional level, DCO teams would be reconfigured to deliver faster, more targeted support to country operations, advance subregional priorities, deepening capacities to better leverage SDG financing expertise, and channel cross-pillar expertise at regional level.
- ➔ At headquarters, DCO would streamline the ASG Office, optimize coordination capacity for SDG acceleration, and strengthen senior-level oversight of efficiencies by reporting directly to the ASG.

Across all three levels, a deliberate workforce rejuvenation — with a greater share of entry-level positions — would reinforce these efforts. Together, these measures are designed to strengthen RC system performance, reinforce UNCT impact, and keep the system agile and fit to deliver on the mandates of resolution 72/279, successive QCPRs, and annual ECOSOC guidance.

## Recalibration across three levels

Figure I  
Building blocks for RC system recalibration



The RC system recalibration is timely. The UN80 Initiative – with its significant structural changes and programme realignments – requires the RC system to step up to translate ambition into coherent and effective coordinated UNDS support to national governments. Optimizing UNDS responses to country needs and priorities, through reconfigured UNCTs and a regional reset that builds on the 2018 reforms, requires RCs and RCOs to be better equipped to support UNCT entities bringing their expertise and skillsets to deliver on Cooperation Framework priorities and global norms. This means drawing on specialized and non-resident capabilities through existing and newly created mechanisms – expertise on demand, joint knowledge hubs, the Regional Platform for Integration – while

advancing agile operations and mobilizing supportive funding instruments, from the global Joint SDG Fund to country-level pooled funding. Moreover, these changes are occurring at an inflection point for the UN – with a 23% reduction in ODA reported for last year. This means that UN entities may reduce their in-country presence, as already underway, placing greater emphasis on RCs to ensure that governments continue to receive the expertise irrespective of the financial volatility.

## The RC system recalibration is timely

Recalibration of DCO alone cannot fully offset growing demand for Resident Coordinator support, or the effects of today's contracting UNDS resources. As global challenges intensify and UN80 outcomes materialize, robust political backing and strong financial footing remain critical for an effective RC system. The persistent funding shortfall of the RC system undermines the ability of the UNDS to fully deliver on the 2018 reforms and the ambition of the UN80 Initiative. Inadequate RCO support at the country level limits the ability of the system to coalesce through pooled funding mechanisms. While GA resolution 79/258 secured important regular budget support, declining voluntary contributions continue to erode the coordination infrastructure on which system-wide coherence depends. A more sustainable funding base for the RC system therefore remains essential.

**LEADERSHIP**

**AT COUNTRY,  
REGIONAL  
AND GLOBAL  
LEVELS**

**STRENGTHENED RC  
SYSTEM CAPABILITIES  
FOR SUSTAINABLE  
DEVELOPMENT RESULTS**

# ENHANCED RC/RCO LEADERSHIP



## Diverse and effective RC leadership for targeted UNCT responses to country priorities

In 2025, host government satisfaction reached its highest levels since the reform (Figure II), with over 90% reporting strengthened RC leadership, impartiality, authority and coordination capacity. This includes a rise from 62% in 2019 to 90% in 2025 in recognizing RCs as effective entry points to the UN system. These gains reflect the investment in recruiting skilled and diverse leaders from across the UN system and beyond, further reinforced by dedicated leadership development support from DCO.

This level of performance reflects robust selection and performance management systems established following the reform. After a pause in 2024 due to funding gaps, resource reprioritization efforts allowed DCO to resume the RC/HC talent pipeline in 2025, drawing 570 applicants. In 2025, DCO managed RC vacancies to just 8% of the total cadre, due to the strength of the talent pipeline and deliberate prioritization of leadership continuity. During periods of transition, UN entities ensured continuity and effective leadership by making senior UNCT representatives available to serve as interim RCs.

The RC cadre has grown consistently more diverse since 2019. As of March 2026, 55% of RCs were women and 59% were from programme countries. The cadre now draws from 27 UN entities, compared to 17 before the reform. Over half (54%) are first-time RCs, bringing in new skills and expertise fit for the challenges of today and tomorrow. (Figure III). Structural gaps nevertheless remain. The need to further diversify nationalities, attract outside talent, and reduce the average age of the cadre (now about 57 years-old) underscores the importance of sustained investment in generational renewal and talent development. Progress has been constrained by limited resources.

**Host government satisfaction reached its highest levels since the reform in 2025**

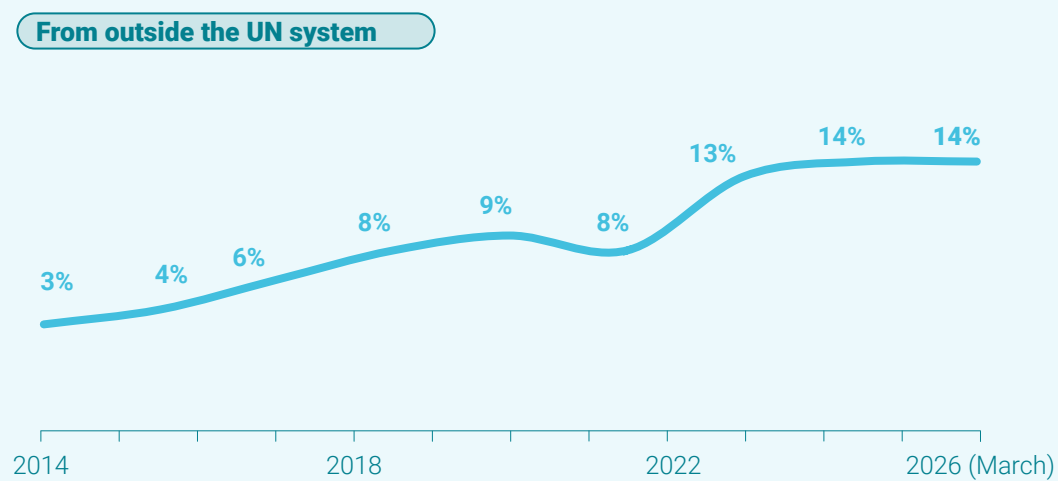
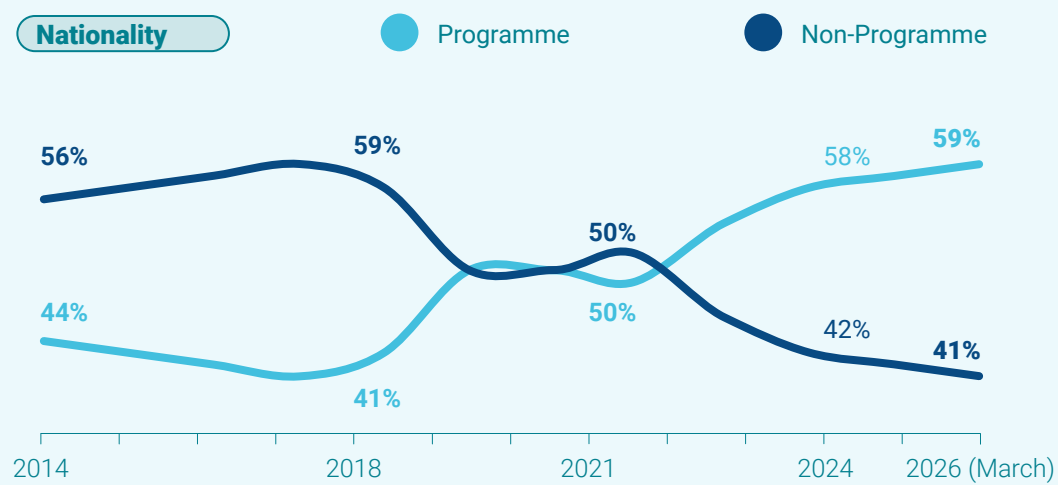
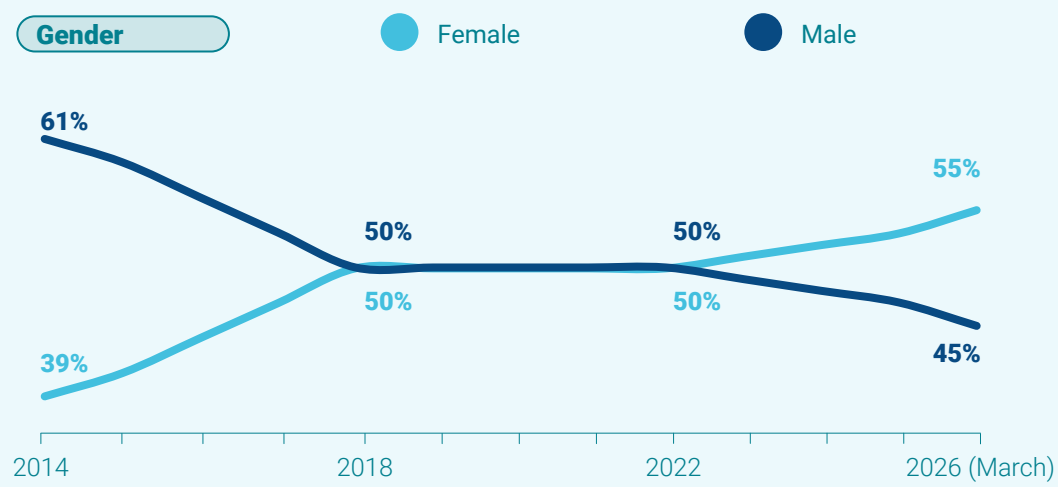
Figure II

**Host Government reporting that resident coordinators have strengthened/increased support provided in key dimensions, compared to before the reforms in 2019**



Source: Department of Economic and Social Affairs survey of host Governments, 2019 - 2025

Figure III  
The Resident Coordinator cohort today



Source: Development Coordination Office, March 2026

## The Resident Coordinator cohort today

RC performance is supported and managed through guidance and advisory support drawing on feedback by host Governments, UNCTs and UNSDG Regional Directors. Continuous leadership development—including coaching, mentoring and peer exchange—complements this approach. Performance is systematically assessed, informing decisions on RC development and deployment, and ensuring consistently high leadership standards aligned with country needs. A more sustained and predictable funding base would enable more consistent and robust investment in leadership and management training, enhancing the caliber of leadership support provided across the system.

Today, 28 countries are supported by either double or triple-hatted RCs – with 19 RCs/HCs and 9 DSRSGs/RCs/HCs or equivalent. In mission settings, leadership costs for DSRSG/RC/HC functions are shared, with missions covering 50%. Following mission closures, these costs are, however, borne fully by the RC system including in humanitarian contexts. The closure of the special political mission in Iraq in 2025, along with other recent mission withdrawals such as in Mali and Sudan, effectively doubled the RC system share of leadership costs in these contexts. In addition, the withdrawal of mission capacities, has increased demands on RCOs, requiring DCO to reinforce support to RCs. The RC system is also seeing increased demand in the 8 countries where the Inter-Agency Standing Committee has confirmed a transition out of the international humanitarian coordination architecture. These additional responsibilities have been absorbed so far within existing RCO resources.

RCs will need to be equipped with both resources and skillsets to meet evolving needs of Member States and the guide UNDS responses. As part of the RC system recalibration, RCs will be better able to convene UNCTs around national needs to drive integrated policy and programme responses for SDG acceleration, as requested by General Assembly resolution 72/279. They will further embrace innovation and step up their efforts to leverage data, digital solutions, and foresight to inform decision making. Their role in working with UNCTs to bring together SDG financing opportunities, convening stakeholders for a mix of SDG financing, and brokering partnerships will require attention. Resident Coordinators will be at the core of the leadership in country to realize the UN80 reforms, serving as the lynchpin for the new modalities and ways of working that continue to emerge.

**B**

**Effective RCO capacities in support of RCs and UNCT efforts and impact**

Since 2019, the five core functions embedded in all RCOs ensured that all host countries and UNCTs could benefit from foundational coordination support in key areas for SDG advancement. This includes strategic planning to help identify with national government needs and priorities for a coherent UNCT response; economic analysis to help map the landscape and support action for SDG financing; data and results reporting to anchor decision-making and action into robust evidence; partnerships to leverage the assets of all stakeholders for SDG achievement; and communications, for clear reporting on results and partners' engagement.

These functions have contributed to aligning UNCT support with national priorities, advancing joint policy and financing solutions, mobilizing partners and funding for the UNCT, facilitating UNCT entities to work together and deliver on collective and entity-specific mandates, in line with national Government's expectations. Despite fluctuations over the years, in 2025 UNCT members continued to rate RCO effectiveness very positively (Figure IV). Continued progress is needed on delivering across the key transitions to accelerate SDG achievement, leveraging the four enablers – transforming policy and regulatory frameworks, convening stakeholders for an innovative financing mix, identifying market ready opportunities and building national capacity.<sup>1</sup>

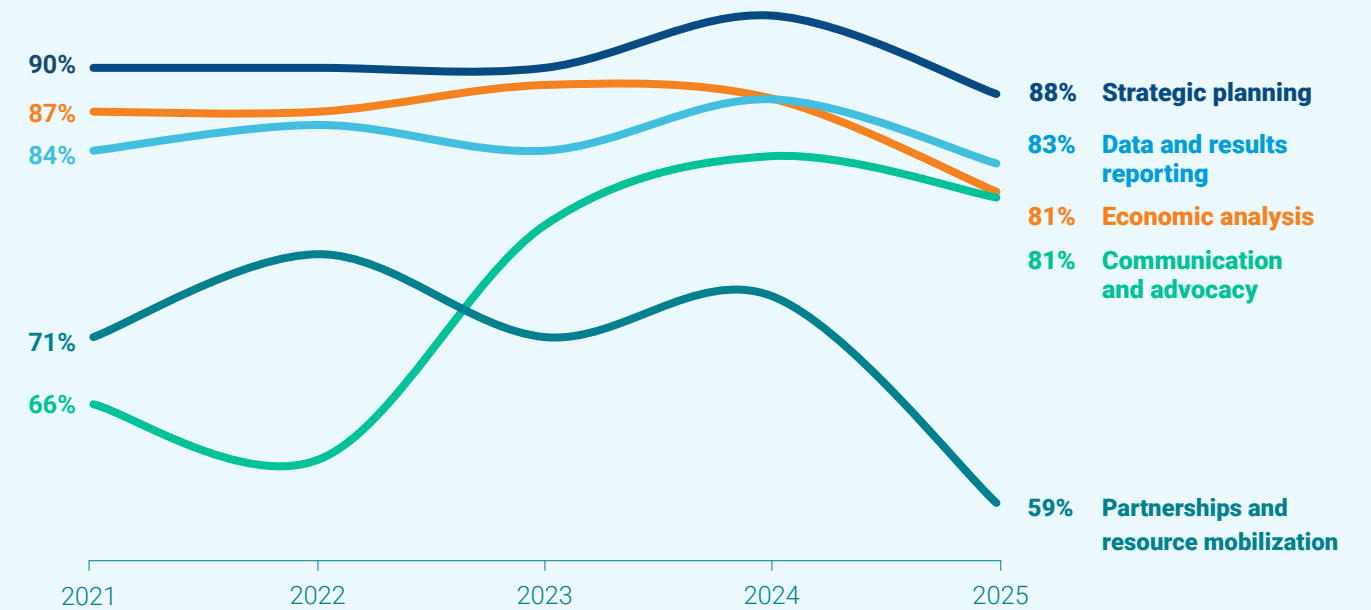
The drop in UNCT ratings for partnership and resource mobilization reflects the overall constrained fiscal environment last year, which has reduced available resources and fostered competition. The minimal, but slightly downward shifts in overall ratings may reflect the impact of funding cuts on the number of RCOs fully staffed since 2022. With limited capacity, the impact has been commensurate. In 2025, in part due to the \$53m in commitment authority<sup>2</sup> providing increased financial security, the share of fully staffed RCOs increased (Figure V). However, while it rose from 33% in 2024 to 64% in 2025, nearly two in five RCOs still lack full staffing which constrains RCOs' ability to respond effectively to UNCTs and governments.

To complement core coordination capacities tailoring support according to different country contexts, RCOs often host specialized advisory capacities. This enables entities with relevant expertise to provide support, without creating an office. Work is delivered independently from the RCOs and in keeping with their entity's respective mandates. In 2025, 203 such capacities were deployed globally, through a range of partnerships (UNDP-DPPA Joint Programme, OHCHR, UN Women, UNEP, WFP, UNDRR and the Global Hub for Solutions to Internal Displacement).

1 <https://unsdg.un.org/resources/six-transitions-investment-pathways-deliver-sdgs>  
 2 Granted in 2024 by the GA A/RES/79/258 and renewed in 2025.

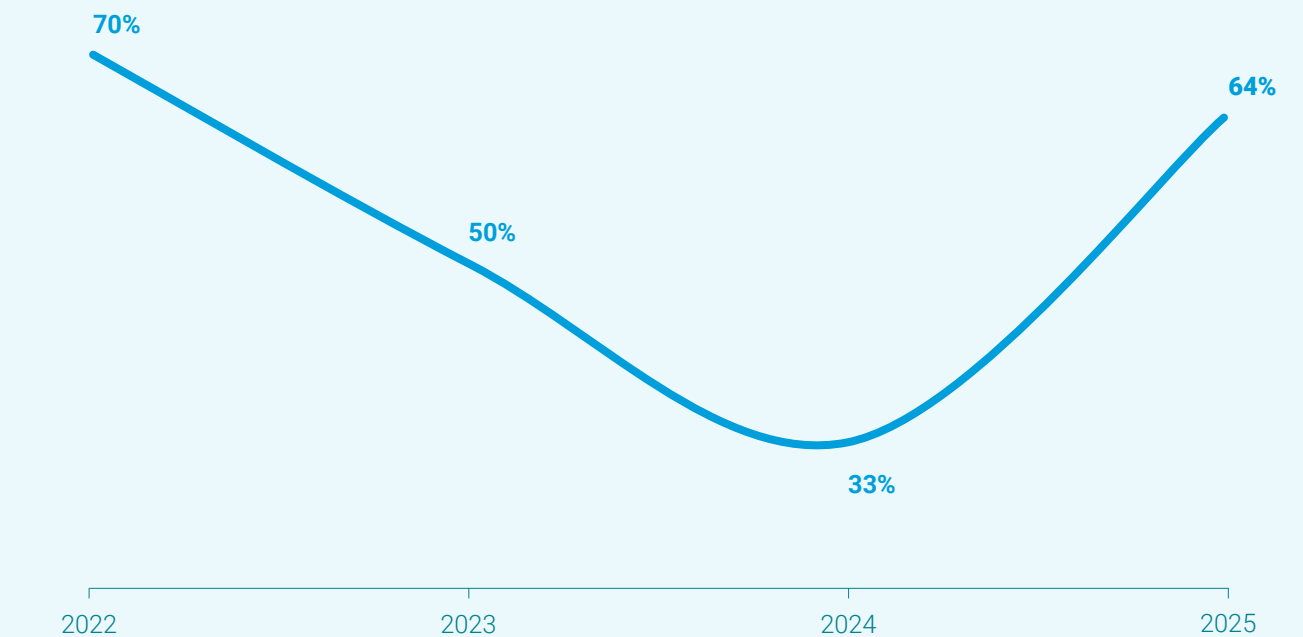
**RCs and UNCT efforts and impact**

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 Nation country team members, 2023 - 2025

Figure V  
 Resident coordinator offices fully staffed with core professional capacities



Source: Development Coordination Office, April 2025

Specialized capacities as gender advisers, food systems focal points, risk and resilience advisers and durable solutions expertise strengthened UNCTs in Cameroon, Laos, Ghana, and Somalia, through coordination for food systems support, in Venezuela, embedding global gender commitments in national priorities working closely with the Government, and in Pakistan and Mozambique integrating climate mitigation and adaptation efforts with support for economic resilience. RCOs also benefitted from additional capacity provided through 328 UN Volunteers (111 national and 217 international) and 38 JPOs, supporting planning, analysis, partnerships and operations. In Chad, Niger, Nigeria and Haiti, national UNVs with disabilities contributed to data, communications, monitoring and disability inclusion.

Peace and development advisers (34 international, 28 national in 2025) supported UNCTs' efforts for sustainable development in complex settings, with notable contributions in Mauritania, brokering a nationally-led prevention strategy and partnerships with the World Bank, the EU and the African Development Bank, and in Guatemala, supporting prevention measures integrated into policymaking, youth programming and strategies/policies against gender-based and electoral violence. Similarly, human rights advisers helped translate global norms into national action in Papua New Guinea, supporting the national strategy against gender violence, and in Montenegro, informing prosecutorial guidance on hate crimes. However, in 2025, these programmes faced significant funding cuts with impacts on both RCOs and UNCTs: international PDAs deployments declined by 50%<sup>3</sup> compared to 2024; HRAs deployments fell from 42 countries in 2024 to 36 in 2025.

<sup>3</sup> 26 international and 28 national by end of 2025, compared to 61 and 48 in 2024, respectively.



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As UNDS footprint contracts due to funding cuts, RCOs will be relied upon to bring expertise across the system to fill these gaps. In these settings, the RC system cannot and should not substitute for agency mandates or implementation functions, but rather enable, leverage and coordinate system-wide expertise across country, regional, and global levels, ensuring continuity, coherence, and results. This requires robust mechanisms for the RCs to bring in UNSDG knowledge and expertise to enhance implementation of Cooperation Framework priorities, particularly specialized agencies, non-resident entities and regional offices. So far, the RC system has strengthened surge coordination support to respond to countries in crisis, going through mission transitions and other complex settings.

In 2025, surge coordination support was deployed in 14 RCOs and the DCO regional team for Arab States. In Burkina Faso, Yemen, Niger and Ukraine it provided critical stop-gap capacity for RCOs. In Honduras it enabled the timely preparation of the Cooperation Framework. In Iraq and Somalia, surge officers supported the adjustments of UNCT functions following UN mission transitions. Demand for surge support in 2025 significantly exceeded available capacity, requiring continued reprioritization. This gap has direct operational consequences, risking weakened ability to support Governments, reduced programming coherence and coordination failures.

The RC system recalibration responds to this reality by better aligning RCO capacities the core skills needed in country to support sustainable development. The recalibration seeks to enable more flexible access to expertise across the system. The recalibration reinforces the capacity in the RCO to leverage SDG financing expertise, partnerships, policy coherence, development planning, communications and reporting functions to further enhance accountability and transparency. The recalibrated RC system will have greater tailoring of capacities to country context, such as the specific development needs of LDCs, LLDCs, SIDS and countries in complex settings. At the same time, the recalibration exercise aims to enhance critical capacities for innovation, data, digitalization and foresight, to ensure the system is better configured to deliver on the evolving needs of the 2030 Agenda. However, recalibration alone cannot offset the loss of capacities or fully meet rising demand in the absence of predictable and adequate funding.

# STRENGTHENED DEVELOPMENT COORDINATION AT THE REGIONAL LEVEL



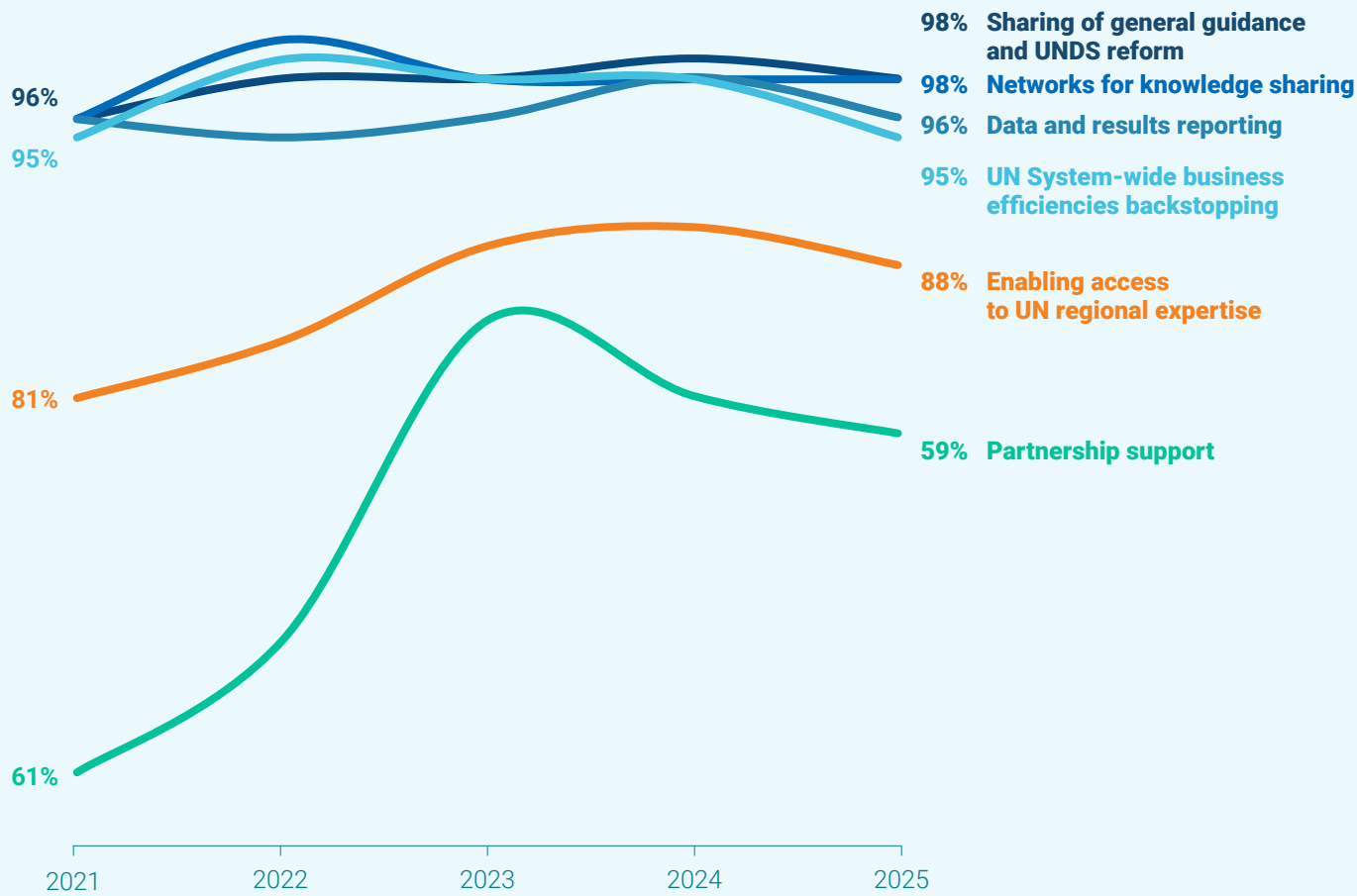
RCs and their Offices receive daily support, guidance and management by DCO regional teams located in Amman, Bangkok, Istanbul, Panama and Addis-Ababa<sup>4</sup> In 2025, their support helped RCs maintain a coherent UN offer by connecting national priorities to financing and expertise and supporting governments to navigate crossborder risks, and providing surge support when needed.

DCO regional teams supported RCOs on Cooperation Frameworks design facilitating RCO peer exchange and engagement with Peer Support Groups<sup>5</sup>, improving anticipatory planning, analytical rigor, alignment with national needs and systems, and translation of priorities into implementable results. In Latin America and the Caribbean, peer support improved data reliability across 25 RCOs and UNCTs. In the Arab States, it helped advance a regional disability inclusion strategy in CCAs and Cooperation Frameworks. In Africa, it linked Cooperation Framework implementation to national budget cycles and Integrated National Financing Frameworks. Regional teams also helped RCs in 25 countries translate Cooperation Framework priorities into finance-ready proposals in Africa and more structured partnerships with Gulf Cooperation Council partners in the Arab States. As transboundary risks intensified, the regional team in Africa helped broker a regional African Development Bank programme for regional investments aligned with the African Union's Agenda 2063 and SDG acceleration, while the team in Latin America and the Caribbean supported a response to migration dynamics on the Haiti-Dominican Republic border. Regional teams also critically supported RCs through surge support, as crises erupted, continued or deepened.

<sup>4</sup> Including sub-offices in Dakar and Lusaka in support of 54 countries in Africa.  
<sup>5</sup> The Peer Support Group is an inter-agency mechanism led by DCO regional directors that supports and quality assures the Cooperation Framework design process in country.

## Resident coordinator offices ratings of support provided

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



Source: Information Management System survey, 2021-2025



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## STRENGTHENED GLOBAL DEVELOPMENT COORDINATION SUPPORT

In collaboration with OHRLLS and DESA, DCO provided regular guidance to the RCs in accelerating implementation of the global programs of action for LDC, LLDCs and SIDS. In 2025, clear guidance to RCs enabled effective coordinated UN support to national Governments for the preparation of the third LLDC conference. DCO also supported RCs to engage in the preparatory processes for the Second World Social Summit, FfD4, the UN Food Systems Summit+4 and COP30, which helped RCOs in organizing inclusive national consultations, supporting national delegations and linking Summit preparations to national development planning and SDG acceleration. With the support of the Joint SDG Fund – hosted by DCO – RCs in the several SIDS unlocked catalytic funding, including in Cabo Verde, Suriname and Timor-Leste, where support advanced ABAS priorities on blue economy development and economic resilience.

DCO, with UNDP and UNEP, helped RCs and UNCTs prioritize Nationally Determined Contributions (NDCs) 3.0 support and launched the RC System Network on Oil and Gas Transition to connect RCs in fossil fuel-dependent economies with system-wide expertise. DCO served on the UN Task Force on Critical Energy Transition Minerals, positioning RCs to support the Secretary-General's guiding principles. Working with its re-gional teams and over 40 RCOs, DCO synthesized good practices in private sector engagement and partnership models for systemwide application. With UNICEF, WHO, MPTFO and others, DCO delivered interagency train-ing on UN pooled funds, joint programming, and multi-partner trust funds. DCO also strengthened RC accountability for disability inclusion, gender equality, and youth engagement.

Feedback from RCOs and independent evaluations have demonstrated the value of DCO regional teams over the years. An OIOS review in 2023<sup>6</sup> pointed to their effectiveness in providing tailored strategic guidance to RCs, supporting RCPs, and improving access to expertise. RCs' satisfaction has been consistent over the past five years, despite fluctuations (Figure VI).

The OIOS review also highlighted that DCO regional teams remain reliant on unsustainable staffing arrangements — including temporary, seconded, and UNV personnel — undermining their ability to bridge regional expertise with country-level needs. The RC system recalibration directly addresses this by bringing more tailored, stable support to the regional level. DCO regional teams are capturing efficiency gains from new technologies for Cooperation Framework quality assurance and advisory support. Building on this, the recalibration aims to embed data, digital, and innovation approaches more systematically — streamlining processes, reducing administrative burden, and redirecting capacity toward strategic country support. The result should be a more effective and impactful regional tier, though one that must operate within a still-fragmented regional architecture.

Building on the 2018 reforms, the regional reset under the UN80 Initiative seeks to close the gap between regional capabilities and country-level impact by uniting and making regional expertise more accessible. The RC system recalibration reinforces this by focusing DCO regional capacities on country and regional development outcomes — strengthening teams to support more and better RCs, enhance subregional engagement, address crossborder challenges, and leverage regional financing opportunities. The RC system at the regional level will be strengthened to support the identification of synergies across UN entities at the regional level, including through their support to regional coordination mechanisms.

In parallel, DCO is exploring co-location of its regional directors and teams within Regional Economic Commissions (RECs), as called for by the Secretary-General in his UN80 report *Shifting Paradigms* (A/80/392). Initial analysis points to a tiered approach: prioritizing physical co-location where feasible, while establishing structured virtual arrangements across all regions. DCO teams in Africa and Asia-Pacific — already co-located with UNECA and ESCAP respectively since 2019 — offer an established model for expansion. Virtual and hybrid modalities under exploration include reciprocally embedded liaison staff, formalized RC-REC engagement pathways, aimed at strengthening the link between country-level demand and regional capacity. We will continue to consult with Member States on their perspectives on this element.

DCO's headquarters in New York is the strategic backbone of the RC system, ensuring a workforce spread out across over 160 countries and territories functions as an enabler of a cohesive and impactful UNDS system. It does so by equipping RCs and their offices with the tools and knowledge they need to support UNCTs, managing the human, financial and operational infrastructure, and serving as secretariat to the UNSDG.

In 2025, DCO significantly strengthened the tools, knowledge and capacities available to RCs and UNCTs for the implementation of the Pact for the Future and on UN2.0. It helped RCs to champion national dialogues to contextualize implementation of the Pact and created a database of country level actions, enabling cross-country learning of good practices. Targeted training and workshops for heads of office, economists, data, communication and partnership officers built capacities and reinforced a shift towards future-ready RCOs and UNCTs. The Cooperation Framework cycle now embeds systematic horizon scanning, systems analysis and forward-looking risk assessment. A pilot Design Intelligence platform developed by DCO brings together data, analytics and AI to support Cooperation Framework analysis and planning, including through optimized mainstreaming of financing for development and the normative agenda across UNCT programming.

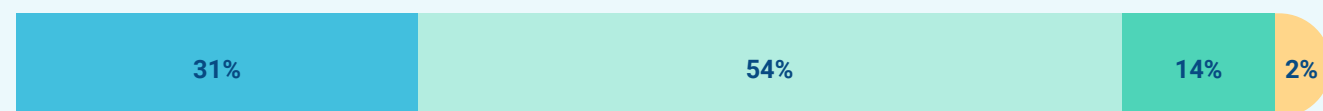
<sup>6</sup> [https://oios.un.org/sites/default/files/confidential-files/Reports/e\\_ac.51\\_2023\\_2\\_undco\\_1.pdf](https://oios.un.org/sites/default/files/confidential-files/Reports/e_ac.51_2023_2_undco_1.pdf)

Figure VII

**Resident coordinator offices ratings of support provided by the Development Coordination Office in New York**

● Excellent    ● Good    ● Satisfactory    ● Weak/Very poor

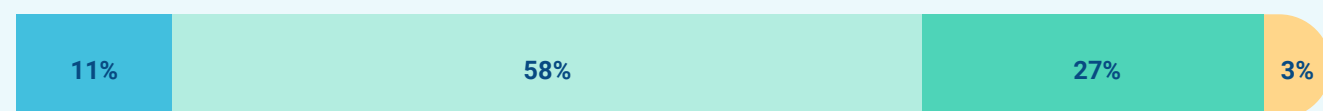
**Knowledge Management**



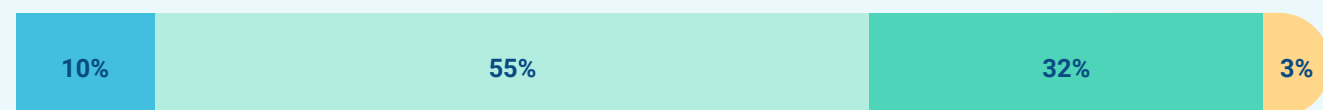
**RC leadership of UN corporate priorities and initiatives**



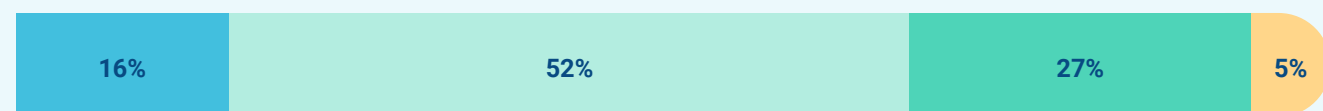
**RC system operational and administrative support**



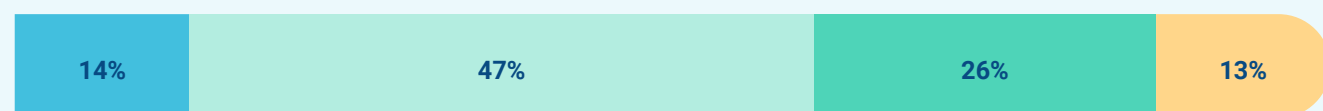
**SDG related policy initiatives**



**Communications and advocacy**



**Human resources policy implementation**



Source: Information Management System survey, 2025

\* Non comparable with previous years due to reformulations and inclusion of new categories

DCO continued to serve, together with OCHA, as co-secretariat of the Joint Steering Committee to advance humanitarian-development collaboration, convening UN entities around shared priorities. In 2025, it supported RCs in eight humanitarian transition settings to develop Transition Vision Statements, which informed the JSC's identification of systemwide support. DCO also hosts the Global Solutions Hub and the Internal Displacement Solutions Fund in support of durable solutions for IDPs.

In 2025, RCO ratings of DCO-NY support reached their highest levels across knowledge management, coordination and operational support, with administrative and operational support ratings at 97%, up from 82% in 2021 (Figure VII).

As UNSDG Secretariat, DCO continued to translate the Chair's strategic direction into system-wide alignment on SDG policies, programmes and investments, ensuring that reform commitments made at global level produced coherent results in countries. In 2025, this included supporting UNSDG contributions to the sustainable development dimensions of UN80, in particular the work packages on country configuration and regional reset, and convening focal points across the system to advance Funding Compact implementation, business operations and efficiencies. DCO also coordinated UNSDG management responses to the evaluations of the System-wide Evaluation Office (SWEO) on progress towards a new generation of UNCTs and on the UN Disability Inclusion Strategy, strengthening the system's accountability to the independent findings. DCO will also support a series of evaluations next year, including one on the UNDS work with youth and one on UNDS approach to key transitions for SDG acceleration.

Since 2018, DCO's responsibilities have grown as the system has matured, accountability requirements have become more structured, and the demand for system-wide guidance, tools and reporting has increased. The DCO recalibration ensures stronger strategic partnerships to advance the SDGs and engagement capacities to strengthen accountability to Member States. Moreover, the UNSDG Chair has refocused DCO's policy and programme capacities to better support coordination for SDG acceleration and consolidated DCO's currently dispersed data, digital and innovation capacities into a more coherent and efficient offer.

These adjustments are necessary, but they are not sufficient on their own. Without predictable resources, streamlined operations remain strained, critical capacities are curtailed, and impact is reduced or delayed. Efficiency measures cannot offset structural underfunding. Recalibration and adequate funding are therefore complementary - not alternative - responses to what Member States require from the RC system.

**Support provided  
by the Development  
Coordination Office  
in New York**

# CONVENING AND PARTNERSHIPS

# FOR SDG POLICY AND FINANCING SOLUTIONS

TRANSFORMATIVE RESULTS FOR DEVELOPMENT ACCELERATION



Since 2019, through their convening role, RCs have facilitated UNDS support for integrated policy support, partnerships, and economic analysis, tailored to each country's specificities, and fully embracing in 2025 the UN2.0 vision of the Pact for the Future for a modern, future-ready UN system. Their role has enabled transformative results.

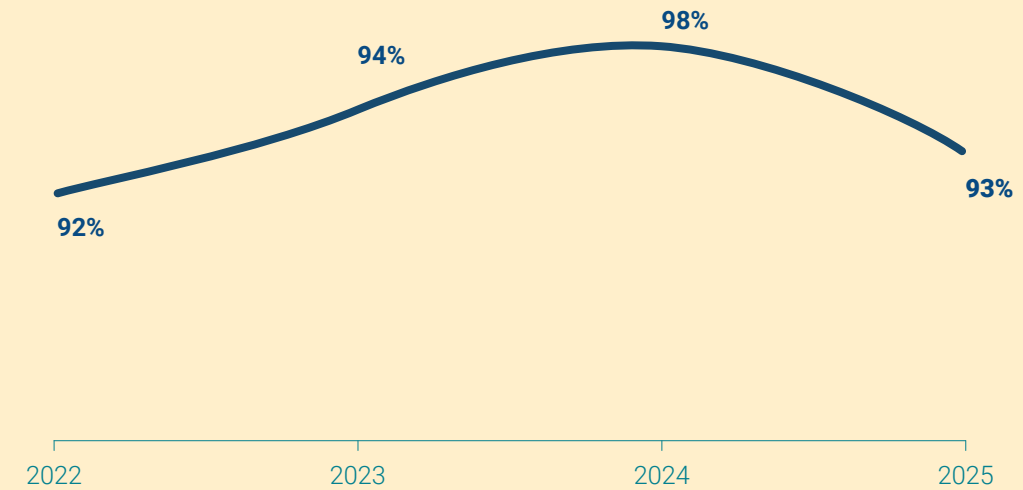
Over the years, an average of 94% of host Governments confirmed that the Cooperation Framework is aligned with their country's needs and priorities (Figure VIII). Between 2024 and 2025, Cooperation Frameworks were further enhanced through a significant step change. Under RC leadership, 84% of UNCTs applied innovative approaches in Cooperation Frameworks, up from 68% in 2021. This includes behavioural science (62%), foresight (61%), digital tools (61%) and data-driven approaches (52%). Compounded with strengthened risk analysis, this has meant more timely, integrated and forward-looking support for governments to navigate increasingly complex development challenges. For example, in Kazakhstan, foresight analysis identified risks linked to oil dependency, shaping the Cooperation Framework's stronger focus on economic diversification; in Saudi Arabia, behavioural insights were used to identify low-cost, high-impact interventions to deliver on the Cooperation Framework priorities. In Guatemala, multidimensional risk analysis informed the priorities of the Cooperation Framework and support to the government that resulted in an increase of government expenditure on disaster risk reduction by 113% in 2025. Similar analysis exercises also informed the Cooperation Frameworks in Ecuador, El Salvador, Laos, Niger, Peru and Vietnam, last year.

In 2025, 94% of host Governments rated the overall UNDS support effective.<sup>7</sup> Over the years, their satisfaction with RCs' effectiveness in leading UNCT's strategic support for national plans and priorities increased across country typologies (Figure IX). 83% agreed that integrated policy advice, delivered in a coordinated way, was tailored to national needs and priorities (16% neither agreed nor disagreed).<sup>8</sup> 72% rated the RC system effective in convening multi-stakeholder dialogues with Government and donors to enable policymaking aligned to the SDGs.<sup>9</sup>

## Strategic support for national plans and priorities

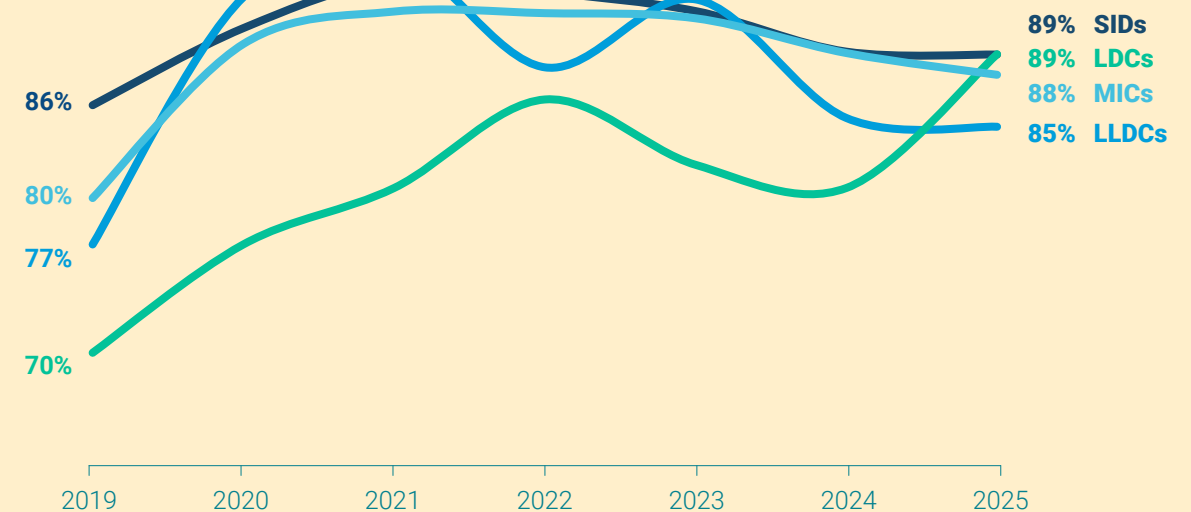
7 No comparable data with previous year because the question was asked for the first time in 2025.  
 8 Results from survey questions are not directly comparable to previous years due to revision of question formulations.  
 9 Ibid.

Figure VIII  
**Host Governments stating that the Cooperation Framework is aligned to their country's development needs and priorities (very closely/ closely)**



Source: Department of Economic and Social Affairs survey of host Governments, 2022 - 2025

Figure IX  
**Host Governments stating that the resident coordinator effectively leads the UN country team's strategic support for national plans and priorities (strongly agree/ agree)**



Source: Department of Economic and Social Affairs survey of host Governments, 2021 - 2025

RCs have guided UNCTs to tailor system-wide expertise to LDC, LLDC and SIDS priorities. In 2025, RCs rallied around the third UN Conference on LLDCs and, in [Tajikistan](#) helped to translate the Awaza Programme of Action into concrete country-level results, while also advancing MICs priorities. In [Mongolia](#), the UNCT is supporting efforts to reach remote and underserved communities by expanding digital public services, while in [Kazakhstan](#) the UNCT helped to open new doors to global trade and support cost-effective measures for affordability of medicine and school meals. In SIDS, RCs are linking resilience, finance and growth to help tackle structural constraints and climate risks; in Saint Kitts and Nevis the RCO in collaboration with DESA, ECLAC and OHRRLLS helped advance the first global pilot of the Multidimensional Vulnerability Index and in the Seychelles, the RC pooled UNCT capacities, including UNDRR, WHO, ITU, UNESCO and UNDP, strengthening early warning systems and comprehensive risk

management. In LDCs, RCs are advancing priorities under the Doha Programme of Action, with a focus on structural transformation and graduation readiness. In Zambia and Lao DPR, this included strengthening national capacity on financing for development and aligning policy, financing and partnerships to support sustainable transition from LDC status. In [Nepal](#), the RC brought together large-scale investor engagement involving 1,700 participants from 55 countries and a USD63M development plan to support their graduation. The 2026 OIOS evaluation of RC system effectiveness in supporting LDC graduating countries<sup>10</sup> concluded that the RC system played a pivotal role in supporting governments through international dialogues and capacity-building initiatives support, effectively leveraging UN expertise. However, structural issues due to Governments' capacities and insufficient RCO resources hindered its effectiveness.

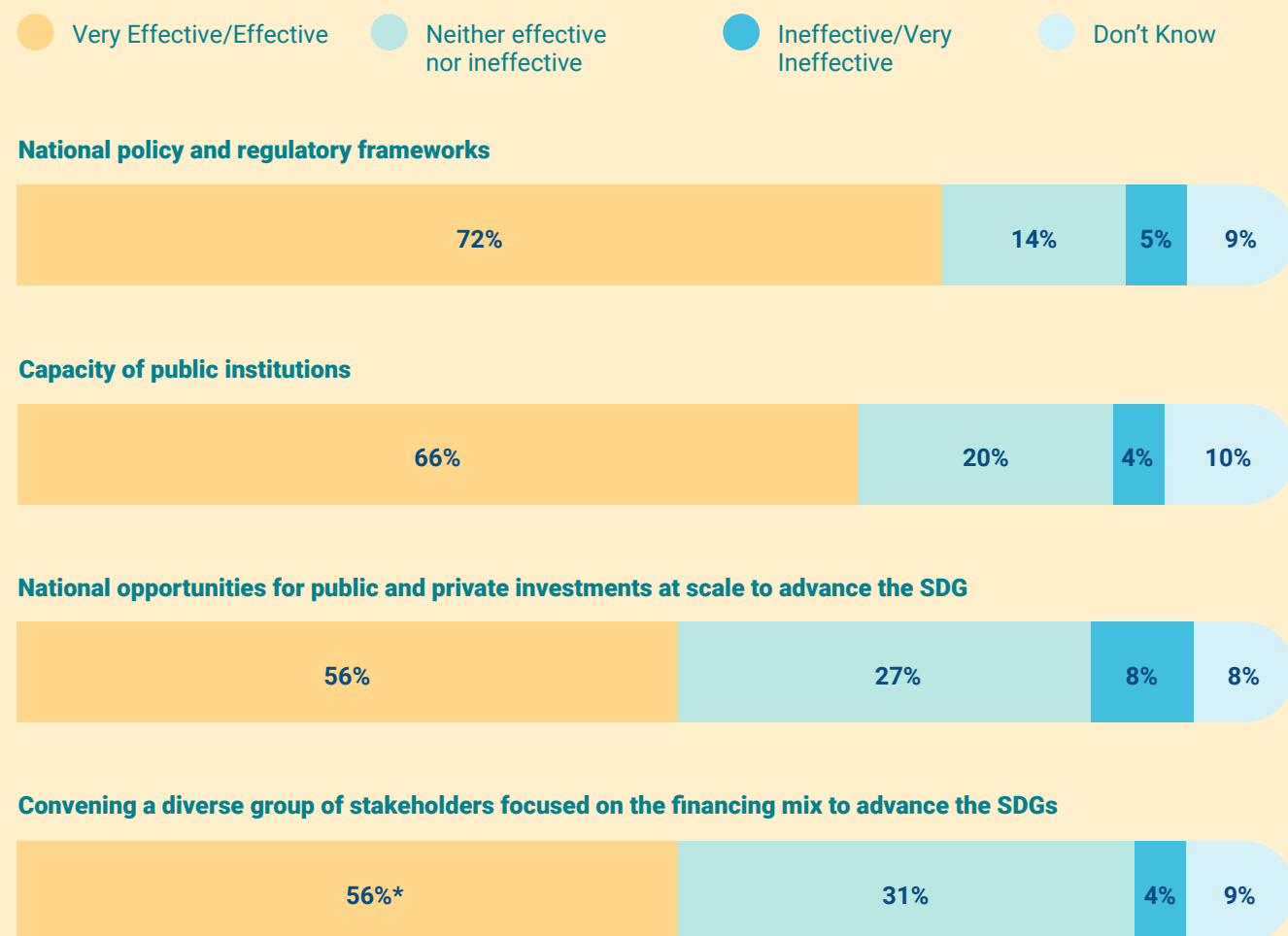
RCs have supported preparations for critical global intergovernmental agreements by convening inclusive national consultations, supporting national delegations, and helping integrate global commitments into national development plans. This was especially critical in the lead- and follow-up of the [2025 World Social Summit in Doha](#) and the [Fourth Financing for Development Conference in Sevilla](#). The RCs linked the Social Summit preparatory processes with the new National Development Plan consultations in Djibouti and the development of the New National Social Protection Framework in Egypt. In [Albania](#), a joint initiative under RC leadership by UNDP, UNICEF, ILO and UN Women addressed unemployment and gaps in caregiving services for the elderly. In [Panama](#), the RC convened governments and business leaders to mobilize investment, including through bankable proposals for the SDG Investment Fairs. In [Niger](#), the UNCT, with the RC at the helm, co-created with the government four mutually reinforcing programmes allowing for joint resource mobilization to tackle food systems, education, youth jobs, and governance.

Over the years, RCs have also played a central role in coordinating UNDS support to advance climate ambition at scale under the Paris Agreement. In 2025, under RC leadership, UNCTs supported governments in 107 countries to prepare new Nationally Determined Contributions (NDC) through more integrated, system-wide approaches. This included shaping more ambitious mitigation and adaptation targets in [Samoa](#) and [Cambodia](#), supporting the establishment of [Ecuador's](#) first economy-wide emissions reduction target, and helping [Nigeria](#) frame a more ambitious NDC, focused on emissions reduction, renewable energy expansion, strengthened adaptation and a just transition.



10 [https://oios.un.org/sites/default/files/reports/2026\\_ied\\_25\\_009.pdf](https://oios.un.org/sites/default/files/reports/2026_ied_25_009.pdf)

Figure X  
**Effectiveness of the resident coordinator's support to host Governments**



Source: Department of Economic and Social Affairs survey of host Governments, 2025

\*This figure was incorrectly reported as 52% in a version of the 2026 UNSDG Chair Report.

\*\*Non-comparable with previous year results because of changes in question formulation and methodology

## Effectiveness of the resident coordinator's support

RCs bring together UNDS entities to enable system-wide coherence in country-level application of UN principles, norms and standards—including gender equality, disability inclusion, youth empowerment and human rights. 61% of new Cooperation Frameworks (44% in 2024) mainstream gender equality and/or include a dedicated outcome and 125 UNCTs reported in 2025 against the UNCT System-wide Action Plan on Gender Equality and Women's Empowerment. All 132 UNCTs reported against the UN Disability Inclusion Strategy, with 55% of them meeting or exceeding the Strategy's requirements. In 2025, 82% of CCAs met or exceeded requirements on disability-inclusion. In line with the UN Youth Strategy, 94% of UNCTs supported governments to engage young people in policymaking and 85% supported them with integrating youth priorities and including young people in decision-making. The use of Universal Periodic Review recommendations rose from 89% in 2024 to 96% in 2025, and 89% of UNCTs are applying leave no one behind analyses, guidance and capacity building to shape programming and monitoring of programme implementation.

To accelerate SDG achievement, RCs have been working to facilitate opportunities and access to financing for UNCTs. They are working with the UNCT and partners to identify national opportunities for public and private investments at scale and convening diverse groups of stakeholders focused on the SDG financing mix. With the current fiscal landscape very much constrained, it is not surprising that host Governments rated the effectiveness of RC efforts at only 56% and 56%,<sup>11</sup> respectively (Figure X). In the recalibration, we will strengthen these capacities, including by leveraging more national capacity, to address this shortcoming.

Despite the low survey result, RC-coordinated partnerships have yielded important results. In Nigeria, partnership efforts mobilized an additional USD250M for health and supported a social protection programme reaching 18 million households. In the Central African Republic, a joint effort with the African Development Bank mobilized over USD30M for recovery, while in Ghana, coordinated support to UNCDF, UNCTAD and UNDP advanced a national e-commerce strategy, with additional co-financing from the Mastercard Foundation and the European Union. In 2025, the average of host Governments satisfaction in UNDS support to engage in SDG partnerships was high (89%), with ratings ranging from 93% in LDCs, 96% in LLDCs and 89% in SIDS.<sup>12</sup>

In complex contexts, the RC system bridges humanitarian response and long-term development. RCs serving as RC/HC or DSRSG/RC/HC convened governments, IFIs, civil society and communities around shared strategies. In Cameroon, the RC/HC's convening role enabled a joint framework aligning humanitarian, development and stabilization efforts, while in South Sudan the work of the DSRSG/RC/HC facilitated agreement on voluntary returns of internally displaced persons. RCs also lead in countries affected by sudden disasters with no humanitarian presence. RCs also lead in countries affected by sudden disasters with no humanitarian presence, as in response to Hurricane Melissa in Jamaica and to wildfires in Chile. RCs have been working with UN entities, including WMO, UNDRR and ITU, to advance the UN Early Warnings for All initiative, for example embedding early warning systems in national planning in Samoa. In 2025, 89% of host Governments reported that UNDS activities were effective in strengthening resilience to shocks.<sup>13</sup>

11 This figure was incorrectly reported as 52% in the 2026 UNSDG Chair Report.

12 Results from survey questions are not directly comparable to previous years due to revision of question formulations.

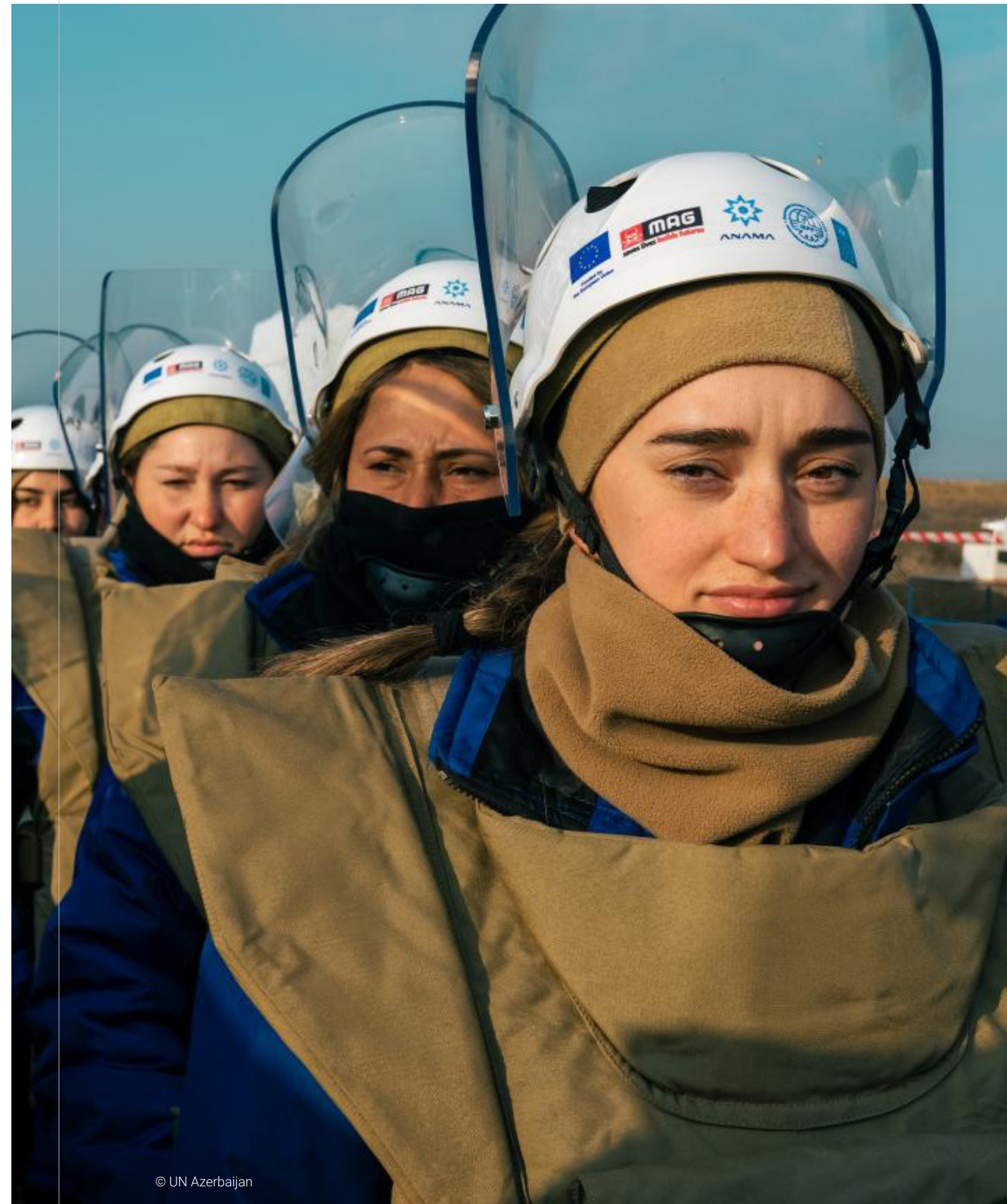
13 Ibid.

The Joint SDG Fund continues to play a critical role in providing catalytic financing and igniting strategic investments that have supported transformative joint programmes across sectors and enabled profound policy transformations. The Fund is the UNDS flagship vehicle for integrated programming on key areas for SDG acceleration, catalyzing over US\$8 billion for development financing. In 2025, through the Fund's support, RCs worked with UNDP, UNICEF, UNFPA, UN Women, WHO, ILO, UNIDO, UNAIDS, FAO, IFAD and WFP mobilizing UNCT partnerships with IFIs and governments that expanded access to social assistance to over 1 million people in Uzbekistan, supported financing for adolescent girls providing over 1 million health treatments in Kenya, launched the country's first national food security information system in [Jordan](#), financed climate-smart agriculture for smallholder farmers in [Indonesia](#), and supported food systems in [Somalia](#). In complementarity with the UN80 Initiative, the Fund is positioned to rationalize the fragmented landscape of development financing, and strengthening coherence across the plethora of humanitarian, peace, and development instruments. The Fund has allocated an initial \$2M financing window to pilot the "Expertise-on-Demand" mechanism<sup>14</sup> in six countries.

RCs have also been facilitating access to other global funds, such as the Spotlight Initiative to end violence against women and girls. In 2025, they mobilized resources that facilitated joint UN action across five countries by UNDP, UNFPA, UN Women, UNICEF, UNHCR, UNESCO, and IOM, reaching over 2.2 million young people through dedicated programmes, engaging over 1 million men and boys in dialogue on gender equality, and strengthening access to essential services for more than 1.3 million women and girls.

RCs supported system-wide efforts to deliver the Funding Compact commitments that Member States have requested the system to meet. Throughout 2025, Funding Compact dialogues were held in 92 countries. These discussions are continually being enhanced, expecting longer term funding trends to demonstrate their efficacy, including in reversing the 2025 downward capitalization trend that sharply decreased pooled funding in 47 countries by nearly 60% compared to 2024. RCs have a key role in facilitating the establishment and capitalization of these country-level pooled funds, as the Georgia Thematic Pooled Fund for Civic Space, the CAR Sustainable Development Fund and the Pacific SDG Acceleration Fund for the countries covered by the Pacific MCOs. Moving forward, we hope that the strengthened capacity in the RCOs can support UNCTs and Member States in reversing these headwinds.

The catalytic role of RCs and RCOs supporting partnerships becomes increasingly fundamental when the UNDS is called to do more with less. The RC system recalibration provides an opportunity to strengthen the ability of RCOs to further act as effective partnership brokers by reinforcing their capacity to interface with national counterparts and development partners. By anchoring partnership functions more firmly in national capacities, the RC system recalibration enhances the credibility, accessibility and responsiveness of the UNDS in support of nationally led priorities and partnerships for SDG acceleration.



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14 UN80 Work Package #8 of the UN80 Initiative.

# FOSTERING ACCOUNTABILITY

RESPONSIVE  
GOVERNANCE AND  
VISIBILITY OF  
SYSTEM-WIDE RESULTS

AND  
TRANSPARENCY



The 2018 reforms have enabled full transparency on the work and budget of the RC system. What was previously under the oversight of the governing body of one entity, is now fully visible and accountable to all Member States. Today, Member States can more clearly track the impact of their investment in coordination and provide guidance through annual ECOSOC reviews and decisions. In addition, an integrated architecture of digital platforms, independent evaluations and advanced results reporting offer unprecedented visibility into both RC system and UNCT activities and results.

Backed by DCO, UN INFO captures results of the UNDS. UNCT entities are responsible for reporting against their results in the platform: in 2025, 118 UNCTs uploaded their joint workplans, with 92% integrating indicators from the UNSDG Output Indicator Framework to track system-wide results in advancing the SDGs.<sup>15</sup> Aggregated results are published online<sup>16</sup> ahead of the annual ECOSOC Segment on Operational Activities for Development, while country by country results are visible in real time in the UNSDG Data Portal. UN INFO also hosts the [Efficiency Dashboard](#) alongside dashboards on the [BOS](#), [Common Premises](#), [Common Back-Offices](#) and the [Global Shared Services](#) (the latter two still in development) for full transparency on UNDS efficiency efforts. This is compounded by the [RC Dashboard](#) – tracking RC deployment, nationality, gender, average age, RC pool status and trends in real time. Ongoing platform improvements – including enhanced data integration, streamlined workflows and more intuitive user interfaces – aim to reduce UNCT reporting burdens while improving the reliability and comparability of data for Member States, UN entities and other users.

All UNCTs have been consistently producing UNCT results reports since 2022, and 79% of host Governments noted in 2025 that the reports were effective in demonstrating results achieved in country.<sup>17</sup> Reporting approaches have also evolved to reach broader audiences and improve accessibility. In Jamaica, the UNCT Report used AI-powered augmented reality to turn the report cover into an immersive entry point to its key messages alongside sign language content, generating more than 25,000 social media views.

In recent years, there have been independent assessments and evaluations by OIOS<sup>18</sup> on RC system policy support, UNCT coherence and DCO regional support, and by SWEO<sup>19</sup> on the RC system, a new generation of UNCTs, the UNDS regional architecture, the UNDS response in complex settings and the Spotlight Initiative. These assessments and evaluations have provided clear windows in RC system performance, while identifying areas for improvement. DCO has been addressing these gaps, including strengthened guidance for Cooperation Framework implementation, reinforced coordination support for policy, programming and partnership approaches, expanded support in complex settings, streamlined business processes, and accelerated RC recruitment.

15 A/RES/72/279, OP 28 (a).

16 [unsdg.un.org](https://unsdg.un.org).

17 Results from survey questions are not directly comparable to previous years due to revision of question formulations.

18 <https://oios.un.org/en/inspection-evaluation-reports>

19 <https://www.un.org/system-wide-evaluation-office/en>

The tangible progress is acknowledged by recent OIOS triennial reviews.<sup>20</sup> Implementation of audit and evaluation recommendations reached 83% in 2025, up from 80% in 2024, reflecting sustained progress in oversight and follow-up. Cooperation Framework evaluations have advanced but present a mixed picture: out of the 28 expected in 2025, 15 were completed, 9 are ongoing and 4 were cancelled due to country-specific circumstances. Delays and management response gaps require targeted attention. To strengthen compliance and improve timelines of Cooperation Framework evaluations and management responses, DCO closely monitors and follows up on country-level evaluation processes. The upcoming SWEO meta-evaluation and synthesis of Cooperation Frameworks in 2026 will provide a useful tool to help course-correct.

The development of an RC system results framework, in response to General Assembly resolution 76/4, has enhanced transparency and accountability for RC system results alongside this report. As the 2022–2025 cycle concludes, a revised framework for 2026–2029 has been developed in line with the QCPR cycle and GA resolutions 76/4 (2021) and 79/258 (2024). The revised framework is available online<sup>21</sup> for information and consultations with Member States, in due course.

To further strengthen accountability, DCO will reorganize results reporting functions distinguishing between reporting as part of the overall Cooperation Framework cycle and against corporate strategic planning, and aligning results management, analysis and reporting across global, regional and country levels.

20 Triennial review of the implementation of recommendations made by the Committee at its sixty-third session on the evaluation of DCO regional support, OIOS 2026; Triennial Review of the Implementation of Recommendations on the Programme Evaluation of DCO, OIOS, 2025.

21 <https://un-dco.org/>, Key Documents and <https://ecosoc.un.org/en/what-we-do/oas-qcpr/quick-links/2026-operational-activities-development-segment>, Substantive Documentation.



# OPERATIONS

**INCREASED  
EFFICIENCIES FOR  
EFFECTIVE DEVELOPMENT  
RESPONSES**



The UN80 Initiative maintains optimization of efficiencies and effectiveness as a key principle. The RC system is at the heart of these efforts in country while DCO provides global support as the Secretariat of the UNSDG Business Innovation Group (BIG). DCO's support to the Group's co-chairs has helped the roll-out of critical efficiency initiatives and recent efforts to coordinate with the HLCM and humanitarian entities to move towards a Unified Services Roadmap. RCs have helped translate system-wide operational commitments into country-level results across four core workstreams: common premises, common back offices, business operations strategy and global shared services.

Progress on common premises remained steady in 2025. RCs were instrumental in securing host government support in countries including Algeria, Egypt, Gabon, Senegal, Türkiye, Pakistan, South Africa and the United Republic of Tanzania, as well as government-funded renovation of the OneUN House in Samoa. The share of UN buildings operating as common premises rose to 33%, accommodating 57% of UN personnel, compared with 55% the previous year.

RCs helped UNCTs advance efforts in the existing common back offices. In Kenya, the CBO delivered more than 100 services to over 3,400 personnel across 25 entities. In Viet Nam, co-located entities reported reductions in per-desk service costs, while Tanzania continued phased expansion and Brazil introduced process innovations, including AI-supported solutions. RC leadership was crucial to advance new CBOs in Zimbabwe and Pakistan – nearing completion – building broad-based coalitions to institutionalize efficiencies in Zimbabwe, and chairing the evaluation panel that addressed entities' operational concerns in Pakistan. RCs also played an important role in ensuring that all UNCTs had a business operations strategy (BOS) in place. In 2025, all required UNCTs reviewed their BOS and reported results. In Sudan and Ukraine, the BOS framework was reviewed, ensuring business continuity and staff safety through shared transportation and an online booking platform.

RCs also accelerated the shift to global shared services by supporting UNCTs to adopt location-independent operational solutions. In the United Arab Emirates, the RC promoted UN Fleet leasing to streamline vehicle ownership, while RC efforts in Kenya led to shared mobility, carpooling and wellness services that improved inter-agency efficiency. RCs in Guatemala, Mozambique, India and Djibouti encouraged uptake of the UN Booking Hub, UN Fleet and UN Mobility services.

The DCO recalibration strengthens efficiencies, embedding the existing country business support capacities within the ASG's leadership structure, in order to accelerate the move towards common back offices, common premises and more targeted business operations strategies. This places the necessary emphasis on integrating support for efficiencies across the system,

and importantly provides the political backing of the ASG to advocate for greater efficiency efforts system-wide. DCO has joined the One Executive Office by the Department of Operational Support, building on the interlinkages between the benefits of the Secretary-General's management and development system reforms.



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# FUNDING



REALIZING THE  
PROMISE OF  
REFORMS

OF THE  
RC SYSTEM

The \$53M in commitment authority from assessed funding granted through GA resolution 79/258 in 2024, was renewed in 2025<sup>22</sup> signaling confidence in the RC system and recognition of its role as one of the essential backbones and central leadership function for the UNDS. With this addition, the RC system Special Purpose Trust Fund is now financed through four complementary streams –commitment authority, UNSDG cost-sharing, the 1% coordination levy and voluntary contributions.<sup>23</sup>

The introduction of assessed funding partially offset the persistent funding shortfall for the RC system but did not close it. With funding predominantly remaining extra-budgetary and sharp declines in 2025 voluntary contributions, overall income reached only \$236.1M against a total budget requirement of \$281.8M. Inflation further aggravates the shortfall. In 2025 alone, donors stepped back from expected voluntary contributions: alarmingly, five long-standing donors didn't provide any contributions and two reduced the amount of their contribution. Overall, the voluntary contribution saw a reduction of \$30.8M when compared to 2024.

Despite the deep funding cuts experienced by UNSDG entities, in 2025 the UNSDG cost-sharing arrangement reached a total of \$79.4M in contributions, which was increased in 2025 to include inflation at the request of the GA.<sup>24</sup> Member States' voluntary contributions instead declined to \$57.1M – their lowest level since the establishment of the RC system. The 1% coordination levy generated \$46.6M, but remains plagued by structural flaws, low compliance rates, high administrative costs, and an over-reliance on aid flows now sharply contracting. The regular budget commitment of \$53M provided some relief, but has not been sufficient to fully resource the system. 2025 continued to record an overall funding gap of \$45.7M (Figure XI).

The GA request for a comprehensive review of the RC system funding model at its eighty-first session provides an opportunity to address the RC system under-funding. Initial analysis of the review has been included in the 2026 Secretary-General's QCPR report and will be further detailed in the upcoming Secretary-General's report to the 5th Committee on the funding and governance of the RC system. The RC system recalibration will also contribute to optimizing investments and value for money, but it cannot replace financial resources required to deliver in full as expected by Member States.

## Resource requirements and revenue

22 GA/RES/80/244 A-C

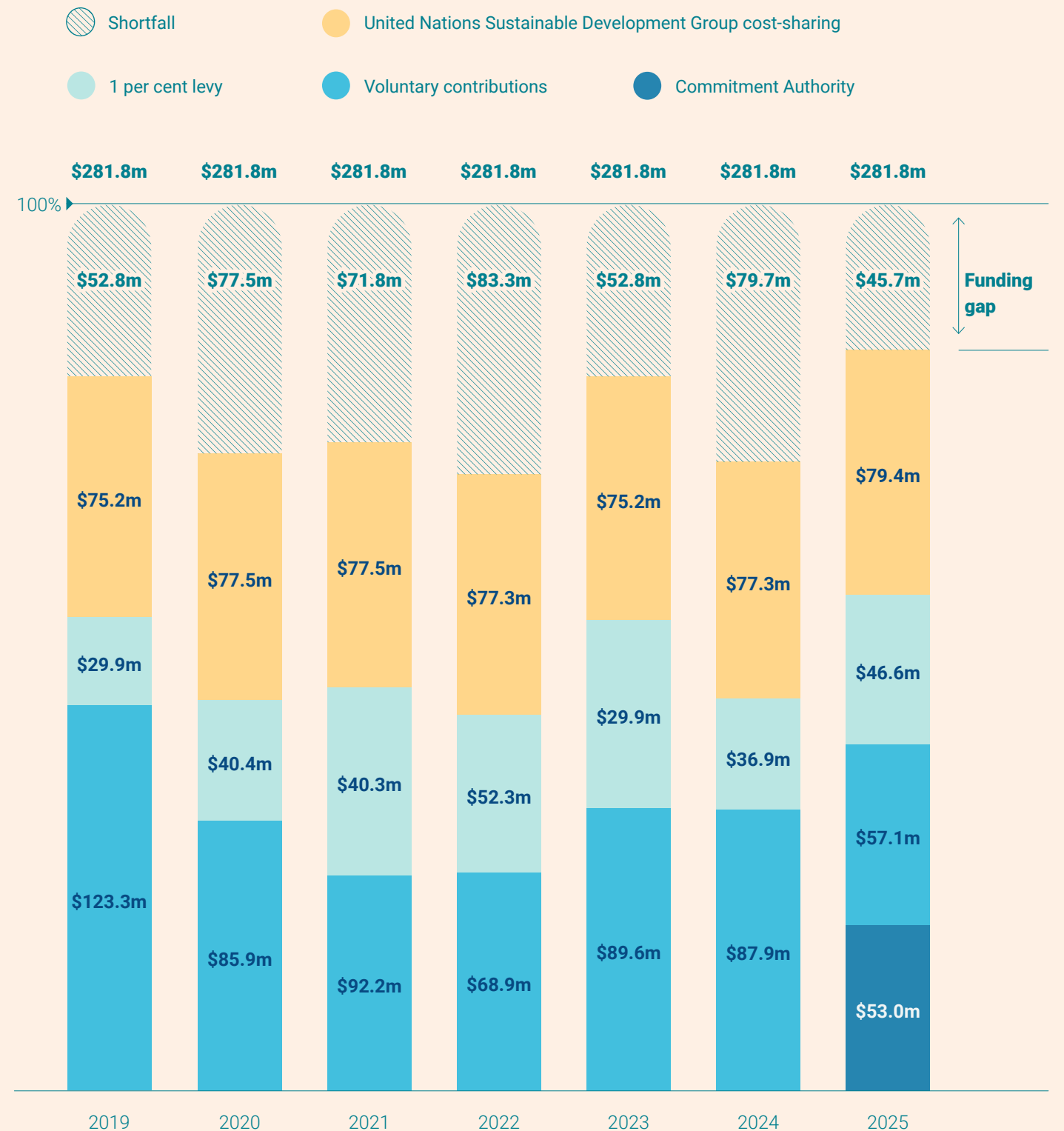
23 The full list of contributing Member States is publicly available through the [SPTF portal](#).

24 A/RES/79/258, OP 3(a).

Figure XI

### Resource requirements and revenue for the resident coordinator system

All Figures are US\$ million



Source: Development Coordination Office, April 2026



## CONCLUSION

Eight years after the establishment of a reinvigorated RC system, the system has demonstrated that dedicated and independent development coordination is an investment for sustainable development results. As the development coordination mechanism in over 160 countries and territories, the RCs are the leaders at the forefront of preserving the development system's support to Member States, and the trust in the multilateral system. Amidst the increased global complexity, a recalibrated RC system – with the right skills and capacities and backed by adequate funding – is the backbone the UNDS needs, and the support that Member States expect.

The RC system represents approximately 1.3% of total expenditures of UN operational activities for development—comparatively a very modest investment for a function that enables system-wide coherence across humanitarian, development and peace contexts. For the reform efforts to succeed, including those associated with the UN80 process, the RC system has a critical role coordinating to maximize the UN's impact against the onslaught of global challenges. This means helping ensure the UNDS and Member States have the resources they need to deliver on the ambition of the 2030 Agenda and the Sustainable Development Goals.

To deliver on this, the RC system also must be resourced in a predictable and adequate manner. Funding shortfalls continue to persist, with voluntary contributions hitting their lowest level since 2019. With demands on the RC system continuing to rise and multilateral funding under increasing pressure, it is clear that a more durable solution is needed. Without adequate funding, the resilience of the system in a moment of financial volatility will be thrown into question – risking an essential coordination function in countries.

UN80 offers renewed momentum to consolidate the support from the UNDS to deliver on the multifaceted and complex challenges before us. As the 2030 Agenda enters a decisive phase, the question is no longer whether coordination works – the dividends are clear – but whether it will be equipped to deliver at the scale and urgency that Governments expect to support the implementation of the SDGs.





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