

Annex II

Resident coordinator system results framework

The following multi-annual results framework for the resident coordinator system is presented pursuant to General Assembly resolution 76/4. Baseline years vary according to data availability at the time of or following the reform of the resident coordinator system in 2019. Targets are set for reporting by the year 2026, against results achieved up to 2025, in line with the current cycle of the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

The mandates of the resident coordinator system stem from General Assembly resolutions 72/279, on the repositioning of the United Nations development system, 75/233 and 79/226, on the quadrennial comprehensive policy review, and 76/4, on the review of the functioning of the reinvigorated resident coordinator system, as well as from Economic and Social Council resolutions and decisions following the annual segment on operational activities for development since 2019. In line with those mandates, resident coordinators – as the highest-ranking representatives of the United Nations development system tasked with leading United Nations country teams (Assembly resolution 72/279, para. 9) – aim to ensure that the United Nations development system works together more effectively, efficiently and transparently, in support of national efforts to advance the 2030 Agenda for Sustainable Development and achieve the Sustainable Development Goals. The resident coordinator system includes resident coordinators and their offices at the country level and the Development Coordination Office at the headquarters and regional levels.

The independent, impartial and empowered coordination (General Assembly resolution 72/279, para. 8) and leadership provided through the resident coordinator system serve to enable effective and efficient collaboration of the United Nations development system at the country level for tailored, integrated Sustainable Development Goal policy and financing solutions in support of host country Governments. To that end, the results framework of the resident coordinator system spans two distinct dimensions. The first relates to the enabling environment created through investments in the resident coordinator system for robust structures and processes, including: matching capacities and skill sets to country-specific settings; providing policy guidance for more coherent policy and programming responses through common country analyses and United Nations Sustainable Development Cooperation Frameworks; and enhancing accountability and transparency through United Nations country results reports and common information platforms. The second relates to the functioning of United Nations country teams that plan, deliver and are more accountable jointly to national Governments. The indicators of this framework include measurements of results achieved by resident coordinators, resident coordinator offices and United Nations country teams alike. Ultimately, results are measured in the degree of satisfaction expressed by Governments with the offer received. The indicators therefore measure a mix of both objective and perception-based results.

The indicators included in this framework draw from existing data sources, including the United Nations Sustainable Development Group Information Management System, UN-Info and the surveys administered by the Department of Economic and Social Affairs to resident coordinators, United Nations country teams, United Nations development system entity headquarters and national Governments. For 2025, in order to enhance visibility and transparency, percentages are presented alongside their corresponding counts (numerator and denominator), where relevant.

Denominators reflect either respondents to a given question or those to whom the question applies, which is why the numbers vary.

The response rates for those data sources are as follows:

- Survey of resident coordinators: 93% (120/129) in 2025, compared with 100% in both 2024 and 2023 and 95% in 2022
- Survey of host Governments: 68% (110/162) in 2025, compared with 75% in 2024, 73% in 2023 and 66% in 2022
- Survey of United Nations development system entities' headquarters: 65% (28/43) in 2025, compared with 78% in 2024, 75% in 2023 and 81% in 2022
- Survey of United Nations country teams: 37% (810/2,165) in 2025, compared with 62% in 2024, 44% in 2023 and 38% in 2022
- UN-Info and United Nations Sustainable Development Group Information Management System survey: 100% (132/132) of resident coordinator offices in 2025, 2024, 2023 and 2022

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

Enhanced resident coordinator system leadership^a at the country, regional and global levels advances the effectiveness of United Nations support for the implementation of the Sustainable Development Goals and the 2030 Agenda

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>2023 results</i>	<i>2024 results</i>	<i>2025 results</i>	<i>Source</i>
1.1.1 Diverse and effective resident coordinators^b with profiles and skill sets tailored to the needs of countries	Percentage of resident coordinators:							
	• From programme countries	46% (2019)	58%	49%	55%	58%	59% (70/118 ^c)	Development Coordination Office
	• Who are women	50% (2019)	50%	50%	50%	53%	53% (62/118)	
	Percentage of resident coordinators ad interim in post	18% (2019)	10%	11%	18%	8%	8% (11/130)	Development Coordination Office
	Percentage of host Governments agreeing that the resident coordinator has the right profile and skill sets to support their country's development (strongly agree and agree)	78% (2019)	95%	90%	91%	88%	84% (89/106)	Survey of national Governments
	Percentage of host Governments stating that the resident coordinator effectively leads the United Nations country team's strategic support for national plans and priorities (strongly agree and agree) in:							Survey of national Governments
	• Least developed countries	86% (2019)	90%	93% ^d	92%	89%	89% (25/28)	
	• Landlocked developing countries	77% (2019)	90%	88%	93%	85%	85% (22/26)	
	• Small island developing States	70% (2019)	90%	86%	82%	81%	89% (25/28)	
	• Middle-income countries	80% (2019)	90%	92% ^d	92%	88%	88% (66/75)	

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>2023 results</i>	<i>2024 results</i>	<i>2025 results</i>	<i>Source</i>
1.1.2 Effective resident coordinator office^b capacities in support of United Nations development system efforts and impact in-country	Percentage of resident coordinator offices fully staffed with core professional capacities	77% (2021)	90%	70%	50%	33%	64% (85/132)	Development Coordination Office
	Percentage of resident coordinator offices that rate the support on networks for knowledge-sharing as being “good” in quality	49% (2020)	75%	63%	79%	80%	80% (105/132)	UN-Info, Information Management System
	Percentage of United Nations country teams that rate the support by the resident coordinator office as “very effective” or “somewhat effective” in:							
	• Strategic planning	90% (2021)	92%	90%	90%	94%	88% (711/808)	Survey of United Nations country teams
	• Economic analysis and solutions	66% (2021)	92%	62%	79%	84%	81% (649/805)	
	• Data and results reporting	84% (2021)	92%	86%	84%	88%	83% (668/803)	
	• Communications and advocacy	87% (2021)	92%	87%	89%	88%	81% (649/805)	
	• Partnerships and resource mobilization	71% (2021)	92%	77%	71%	74%	59% (478/806)	
1.1.3 Management and accountability framework implemented	Percentage of host Governments agreeing that, compared to before the reform, the resident coordinator displays strengthened or increased impartiality vis-à-vis United Nations entities (to a moderate and great extent)	59% (2019)	90%	80%	84%	89%	92% (97/105)	Survey of national Governments
	Rating of resident coordinators’ performance by United Nations country team members (on a scale from 1 to 7) ^e	5.8 (2020)	6	5.9	6	6.02	5.99	Development Coordination Office

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	2025 results	Source
	Percentage of resident coordinators and United Nations country teams that state that the implementation of the management and accountability framework has improved in the last year (strongly agree and agree)							Surveys of resident coordinators and of United Nations country teams
	• Resident coordinators	84% (2021)	90%	84%	75%	78%	78% (93/119)	
	• United Nations country teams	87% (2021)	90%	80%	51% ^f	56% ^f	82% (644/789)	
1.1.4 Effective Development Coordination Office ^g support services provided to the United Nations development system	Percentage of United Nations Sustainable Development Group members that state that the Development Coordination Office has effectively supported the entity's engagement with the Group (strongly agree or agree)	86% (2021)	100%	90%	96%	94%	82% (23/28)	Survey of United Nations development system entity headquarters
	Percentage of relevant United Nations Sustainable Development Group members reporting that they complete the reform checklist and share with their governing body annually	n/a (new)	100%	—	56%	62%	68% ^h (19/28)	Survey of United Nations development system entity headquarters

Abbreviation: n/a, not applicable.

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

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

^c Denominator does not include resident coordinators ad interim.

^d Historical data have been revised from earlier publications to reflect updated validation and harmonization of the underlying dataset.

^e Based on resident coordinator leadership profile values, attributes, knowledge and competencies, including leading change, facilitating collective action, analysing and identifying pathways for impact in complex environments, building trust, fostering innovation and driving results, with a rating of 1 meaning “almost never” and a rating of 7 meaning “always” (see United Nations, United Nations Sustainable Development Group, “The RC leadership profile”, January 2023).

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

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

^h Based on the question posed by the Department of Economic and Social Affairs to United Nations Sustainable Development Group members: “Has your entity reported on the United Nations development system reform checklist in the past year?”.

Outcome 1.2

The resident coordinator system fosters a culture of accountability and transparency for development results towards countries and Member States

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	2025 results	Source
1.2.1 Visible and transparent system-wide results	Percentage of Cooperation Framework ^a joint workplans in UN-Info published on the United Nations Sustainable Development Group data portal	66% (2021)	90%	81%	82%	92%	95% (118/124)	UN-Info
	Percentage of annual United Nations country results reports ^b produced	64% (2019)	100%	100%	100%	100%	100% (130/130)	UN-Info, Information Management System
	Percentage of United Nations Sustainable Development Group members requiring their country programming to be reflected in the joint workplans of the Cooperation Framework (in UN-Info)	55% (2021)	55%	90%	68%	70%	63% ^c (15/24)	Survey of United Nations development system entity headquarters
1.2.2 Effective joint advocacy and communications	Percentage of United Nations country teams with communication strategy aligned with the Cooperation Framework	81% (2019)	85%	91%	89%	95%	91% (116/123)	UN-Info, Information Management System

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

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

^c Based on the question posed by the Department of Economic and Social Affairs to United Nations Sustainable Development Group members, the wording of which changed from “Does your entity make it a requirement for your country programming to be reflected in Cooperation Framework joint workplans (via UN-Info)?” in previous years to “Are all the development activities of your entity at the country level captured in the joint workplan of the Cooperation Framework?” in 2025.

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

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

<i>Corporate output</i>	<i>Indicator</i>	<i>Baseline</i>	<i>2025 target</i>	<i>2022 results</i>	<i>2023 results</i>	<i>2024 results</i>	<i>2025 results</i>	<i>Source</i>
2.1.1 Enhanced capacities for high-quality Sustainable Development Goal analysis and tailored programming responses	Percentage of common country analyses ^a that were updated in the last year	80% (2021)	95%	72%	74%	85%	83% (86/104)	Development Coordination Office
	Average number of the following type of development system entities that are signatories of Cooperation Frameworks:							
	• Entities with no physical presence	5.1 (2021)	7	5	5.9	6.1	6.3	UN-Info, Information Management System
	• Specialized agencies	5.1 (2021)	7	5.4	6.1	6.1	6.1	
	Percentage of host Governments stating that the Cooperation Framework is aligned with their country's development needs and priorities (very closely and closely)	81% (2019)	95%	92%	94%	98%	93% (99/107)	Survey of national Governments
	Percentage of host Governments considering the United Nations configuration in-country to be adequately tailored to their needs and challenges (strongly agree and agree)	86% (2019)	90%	87%	87%	89%	82% (88/107)	Survey of national Governments
2.1.2 Strengthened system-wide support to eradicate poverty and leave no one behind	Percentage of Cooperation Frameworks that include cross-border initiatives	57% (2021)	67%	56%	64%	69%	60% (79/132)	UN-Info, Information Management System
	Percentage of country-level joint programmes ^b in United Nations country teams addressing the following sectors or themes:							
	• Poverty reduction and basic services ^c	65% (2020)	90%	49%	46%	62%	64% (573/889)	UN-Info, Information Management System
	• Economic transformation and financing for development ^d	16% (2020)	60%	23%	22%	31%	34% (306/889)	

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	2025 results	Source
	• Gender equality and women's empowerment	44% (2020)	80%	42%	44%	57%	57% (507/889)	
	• Environmental sustainability ^e and disaster risk reduction	17% (2021)	65%	13%	19%	24%	24% (217/889)	
	• Leaving no one behind ^f	17% (2021)	65%	40%	49%	48%	48% (430/889)	
	• Human rights ^g	11% (2021)	40%	20%	17%	27%	29% (260/889)	
2.1.3 Enhanced data-driven and innovative solutions	Percentage of United Nations country teams providing data against agreed common indicators on the United Nations development system contribution to advancing the Sustainable Development Goals	n/a (new)	95%	15%	48%	52%	59% (77/130)	UN-Info
	Percentage of resident coordinator offices reporting that use of innovative approaches ^h led to higher United Nations country team performance ⁱ	38% (2020)	60%	42%	37%	44%	47% (62/132)	UN-Info, Information Management System

Abbreviation: n/a, not applicable.

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

^b A joint programme is anchored in an approved Cooperation Framework and contributes to catalytic change, linked to one or more Cooperation Framework outcomes, country priorities and Sustainable Development Goals through more coherent and cross-sectoral approaches involving two or more entities in the United Nations country team, regardless of whether they are physically present or not (see also United Nations Development Coordination Office, "Guidance note on a new generation of joint programmes", 2022).

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

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

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

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

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

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

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

Outcome 2.2

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

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	2025 results	Source
2.2.1 Strengthened partnerships for Sustainable Development Goal implementation and financing at all levels	Percentage of United Nations country teams that have international financial institution members/observers:							
	• World Bank	44% (2021)	60%	45%	71%	71%	74% (98/132)	UN-Info, Information Management System
	• International Monetary Fund	21% (2021)	40%	24%	47%	49%	50% (66/132)	
	Percentage of United Nations country teams that have entered into a formal partnership ^a with the private sector	65% (2021)	80%	60%	36% ^b	37%	43% (57/132)	UN-Info, Information Management System
2.2.2 Enhanced national Sustainable Development Goal financing capacities	Percentage of United Nations country teams that provided support to Governments that requested the design and implementation of a national Sustainable Development Goal financing strategy	79% (2021)	95%	97%	97% ^c	97%	99% (69/70)	UN-Info, Information Management System
	Percentage of Cooperation Frameworks developed in the last year with a multi-year funding framework	18% (2020)	90%	32%	22%	78%	41% (12/29)	UN-Info, Information Management System
2.2.3 Increased collective funding initiatives for United Nations integrated support to countries	Percentage of United Nations country teams with a joint funding/resource mobilization strategy	28% (2021)	50%	31%	61%	79%	65% (84/130)	UN-Info, Information Management System
	Percentage of United Nations country teams that successfully mobilized under resident coordinator leadership resources from global pooled funds	85% (2021)	90%	82%	82% ^c	70%	70% (91/130)	UN-Info, Information Management System

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

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

^c Assumption based on the data for 2022.

Outcome 2.3

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

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	2025 results	Source
2.3.1 Strengthened synergies across development, humanitarian and peacebuilding interventions	Percentage of host Governments (where there is a multi-hatted resident coordinator) agreeing that the resident coordinator displayed strengthened ability to serve as an entry point for easy access to United Nations offer/expertise across the United Nations system (strongly agree and agree)	62% (2019)	85%	82%	82%	95%	86% (12/14)	Survey of national Governments
	Percentage of United Nations country teams in mission settings that have a joint mission-country team structure/mechanism in place	56% (2021)	85%	84%	87%	87%	100% (15/15)	UN-Info, Information Management System
	Percentage of United Nations country teams that undertake with humanitarian actors, as relevant:							
	• Joint needs analysis • Complementary and joined-up planning	56% (2020) 26% (2021)	65% 65%	61% 40%	63% 60%	63% 45%	55% (17/31) 58% (18/31)	UN-Info, Information Management System UN-Info, Information Management System

Outcome 2.4

The resident coordinator system engenders the trust and inclusion of all development stakeholders in Sustainable Development Goal implementation

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	2025 results	Source
2.4.1 Joint dialogues with Governments to identify priorities and ensure effective United Nations response	Percentage of United Nations country teams with a joint national-United Nations steering committee that met at least once in the past 12 months	64% (2020)	95%	82%	82%	81%	79% (88/112)	UN-Info, Information Management System
2.4.2 Inclusive consultations and feedback loops with other development partners	Percentage of Cooperation Frameworks in the past year prepared in consultation with:							
	• Parliamentarians	53% (2020)	60%	22%	29%	33%	34% (10/29)	UN-Info, Information Management System
	• Civil society	87% (2020)	95%	89%	90%	91%	97% (28/29)	
	• Private sector	77% (2020)	90%	68%	63%	70%	83% (24/29)	
	• Universities/academia	63% (2020)	70%	51%	46%	17%	79% (23/20)	
	• Development partners (bilateral and multilateral donors)	67% (2020)	90%	89%	86%	87%	90% (26/29)	
	• Women and girls	29% (2021)	95%	70%	44%	46%	83% (24/29)	
	• Youth	46% (2021)	80%	70%	70%	74%	90% (26/29)	
	• Persons with disabilities	18% (2021)	70%	54%	55%	60%	93% (27)	
	• Indigenous Peoples	14% (2021)	20%	19%	19%	20%	24% (7)	

Objective 3 Management of the resident coordinator system

Outcome 3.1

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

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	2025 results	Source
3.1.1 Strengthened resource mobilization to secure a sustainable funding base	Total funding raised for the resident coordinator system (annually)	\$223 million (annual) (2019)	\$281 million (annual)	\$196 million	\$227.7 million	\$202.1 million	\$236.1 million (including commitment authority)	Development Coordination Office
	• Voluntary contributions							
	• 1% levy							
	• United Nations Sustainable Development Group cost-sharing							
	Number of Member State contributors to the special purpose trust fund (annually)	34 (2019)	55	27	29	26	24	Development Coordination Office
	Number of Member States committed to multi-year contributions to the special purpose trust fund	10 (2019)	30	9	9	10	11	Development Coordination Office
3.1.2 Effective and results-based management of the special purpose trust fund ^a for the resident coordinator system	Percentage of special purpose trust fund annual utilization	78% (2019)	90%	80%	74%	76%	88% (\$247.3 million/\$281.8 million)	Development Coordination Office
	Cash reserve balance at the end of the year	15% of budget reserve (2021)	15% of budget reserve	0%	0%	0%	0%	Development Coordination Office
3.1.3 Accountable management planning and governance	Percentage of audit and evaluation recommendations addressed to the Development Coordination Office implemented by the due date	32% (2021)	70%	43%	55%	80%	83% (99/120)	Development Coordination Office

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

Outcome 3.2

Resident coordinator system operations remain agile and fit for purpose

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	2025 results	Source
3.2.1 Quality services provided to resident coordinators and resident coordinator offices	Percentage of resident coordinator offices that rate day-to-day support for resident coordinator/resident coordinator office operations by regional teams of the Development Coordination Office as “good” or “adequate”	92% (2021)	95%	92%	95%	95%	96%	UN-Info, Information Management System
	Percentage of resident coordinator offices that rate the administrative/operational support provided by the Development Coordination Office team in New York as “good” or “adequate”	80% (2021)	95%	86%	95%	94%	97%	UN-Info, Information Management System
3.2.2 Effective human resources management that meets the needs of the resident coordinator system	Percentage of regular recruitments completed within the target time frame (120 days)	70% (2021)	95%	62%	52%	66%	50% (85/169)	Development Coordination Office
3.2.3 Strengthened enabling environment for the resident coordinator system	Number of host country agreements in place for resident coordinator offices and the Development Coordination Office	90 (2021)	138	104	115	117	124	Development Coordination Office
	Number of resident coordinator offices maintaining an updated business continuity plan	130 (2020)	131	131	131	131	131	Development Coordination Office

Outcome 3.3

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

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	2025 results	Source
3.3.1 Saved resources through system-wide efficiencies	Cost-efficiencies accrued from system-wide and entity-specific reform initiatives (total)	\$90 million (2019)	\$310 million	\$405 million	\$553 million	\$596 million	\$981 million	Development Coordination Office
3.3.2 Business operations strategies implemented and monitored	Percentage of United Nations country teams annually monitoring and updating business operations strategies	60% (2020)	100%	95%	97%	98%	99% (131/132)	Development Coordination Office
3.3.3 Back-office functions consolidated into common back offices at the country level	Number of common back offices designed and approved following the reform	0 (2019)	50	0	1	4	4	Development Coordination Office
3.3.4 Premises consolidated into common premises, effectively and efficiently	Percentage of all United Nations premises that are common premises	19% (2019)	50%	30%	31%	32%	33%	Development Coordination Office

Outcome 3.4

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

Corporate output	Indicator	Baseline	2025 target	2022 results	2023 results	2024 results	2025 results	Source
3.4.1 Resident coordinator system's commitments to gender parity and women's empowerment and opportunities met	Percentage of indicators of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women ^a for which the Development Coordination Office meets or exceeds targets	60% (2020)	95%	94%	88%	90%	89% (16/18)	Development Coordination Office
3.4.2 Effective monitoring and reporting on the Secretary-General's policy on protection from and response to sexual exploitation and abuse	Percentage of resident coordinators submitting end-of-year management letter/certification on protection from sexual exploitation and abuse and on the reporting of allegations of sexual exploitation and abuse	80% (2021)	100%	85%	90%	90%	100%	Development Coordination Office
3.4.3 United Nations Disability Inclusion Strategy^b implemented	Percentage of United Nations Disability Inclusion Strategy entity accountability framework indicators for which the Development Coordination Office meets or exceeds targets	58% (2021)	90%	67%	75%	72%	92%	Development Coordination Office

^a See https://unsceb.org/sites/default/files/2021-01/SWAP_0.pdf.

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