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Operational activities of the United Nations for international development cooperation: follow-up to policy recommendations of the General Assembly and the Council

Development Coordination Office

Report of the Chair of the United Nations Sustainable Development Group

Summary Box

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

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

There is a consistent demand for the Resident Coordinator system to scale up and better tailor their support to countries. With development funding becoming increasingly constrained, as the Secretary-General's initiative for UN80 is underway, the Resident Coordinator system will have an integral role in shaping a more robust and efficient response to delivering sustainable development activities and outcomes at country level. As the Secretary-General's representative for sustainable development in countries, Resident Coordinators have a vital role in ensuring coherent responses by UN country teams to country priorities and ensuring more efficient operations while embedding any structural realignments that may eventually be decided upon by Member States in the context of UN80. Suffice to say, the Resident Coordinator system is the lynchpin of the reformed UN development system – and a launchpad for deepening reform initiatives. The imperative for further implementing the reforms, providing strategic guidance, and scaling up support to the SDGs continues to rest with Principals of the United Nations Sustainable Development Group (UNSDG).

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

With a renewed impetus on existing reforms, and noting the request from the General Assembly to present a review in the 81st Session, the Chair of the UNSDG asked the Development Coordination Office to continuously undertake an assessment of their structures, including the capacities in Resident Coordinator Offices, to ensure that we have the skills and capacities that are best suited to each country context. Resident Coordinators are convening on issues of regional complexity including climate crises and trade. The past six years have enabled the Resident Coordinator system to be stress tested and a body of evidence and experience to be developed to inform this process. This recalibration process seeks to ensure a Resident Coordinator system that remains optimally configured to support countries priorities in their efforts to accelerate delivery of the implementation of the UN Sustainable Development Cooperation Frameworks and assist countries in their implementation of the SDGs.

Over the course of the last year, the Development Coordination Office and Resident Coordinators undertook the challenge to accelerate efforts, whilst being constrained, with aplomb. In the course of this report, we will set out how the Resident Coordinator system has worked with the UN development system and their UN country teams to deliver for countries, in the myriad of different forms of challenges, opportunities and complexity.

I. Introduction

1. **In 2024, the Resident Coordinator (RC) system remained at the core of efforts to drive country level transformation for the SDGs in the last mile to 2030.** RCs continued to play a key role in coordinating UN country teams (UNCTs) to accelerate efforts for advancing the 2030 Agenda and addressing national needs and priorities. RCs brought together support across the UNSDG for Governments to foster stronger partnerships, provided entry points to the breadth of UN policy support, and steered UNCTs' responses.

2. **The United Nations' development coordination function received increasingly favorable assessments**, with an average of 88% of host countries acknowledging increased RC leadership and push for common results in 2024. Notably, 87% of host Governments indicated that UN system entities worked more collaboratively together, up from 83% in 2023. 90% of host governments agreed that the UN provided integrated policy advice, an upward trajectory from 88% in 2023. Contributing countries similarly expressed positive sentiments, with 84% agreeing that RCs improved coherence and reduced duplication. Similarly, 88% of UNCT members agreed that RCs had successfully led the country team in providing support for changes in national policies and regulatory frameworks (84% in 2023) and 76% that RCs helped convene stakeholders on sustainable development financing to support national Governments in their efforts to advance the SDGs (68% in 2023).

3. **Evaluations by the Office of Internal Oversight Services (OIOS) and the UNSDG System-wide Evaluation Office (SWEO) noted these improvements**, while also highlighting areas for further refinement. The 2024 OIOS evaluation of the RC system in complex settings[1] highlighted that RCs fostered a more unified UN programming approach. Yet, OIOS also noted the lack of capacities to meet additional demands increasingly placed upon RCs and Resident Coordinator's Offices (RCOs) in these contexts and continuing to advance the implementation of the 2030 Agenda. A 2024 SWEO summary of 33 independent evaluations conducted between 2021 and 2024 noted that RCs played key roles in enabling integrated UN policy advice and joint programming. RCs were found to facilitate engagement by smaller UNCT entities and entities without physical presence. They also supported UNCTs to increase Governments' capacity.

4. **The volume and predictability of funding continues to impact the ability of the RC system to fully deliver on their functions and meet Member States' expectations**. The General Assembly decided in 2024 to allocate an additional $53M from the 2025 regular budget to fortify the RC system – in addition to the UNSDG cost-sharing, the 1% coordination levy on tightly earmarked contributions, and voluntary resources. The continued reliance on unpredictable voluntary contributions continues to impact the ability of the system to fully deliver at the scale and pace expected by Member States.

5. **Six years since the initial repositioning, adjustments can be made to ensure optimum delivery of support to Member States as they seek to accelerate progress on the SDGs while maximizing the resources available. The Chair of the UNSDG has asked the Development Coordination Office (DCO) to begin a recalibration of the RC system, including DCO itself.** This recalibration exercise will ensure that DCO is optimally structured and capacitated. Updates on this comprehensive process will be provided through the appropriate fora, in addition to the review to be presented to the General Assembly in the 81st session, as requested by the Fifth Committee. ECOSOC continues to be the main source of oversight and accountability for the RC system, as reaffirmed in the 2024 Quadrennial Comprehensive Policy Review (QCPR)[2].

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

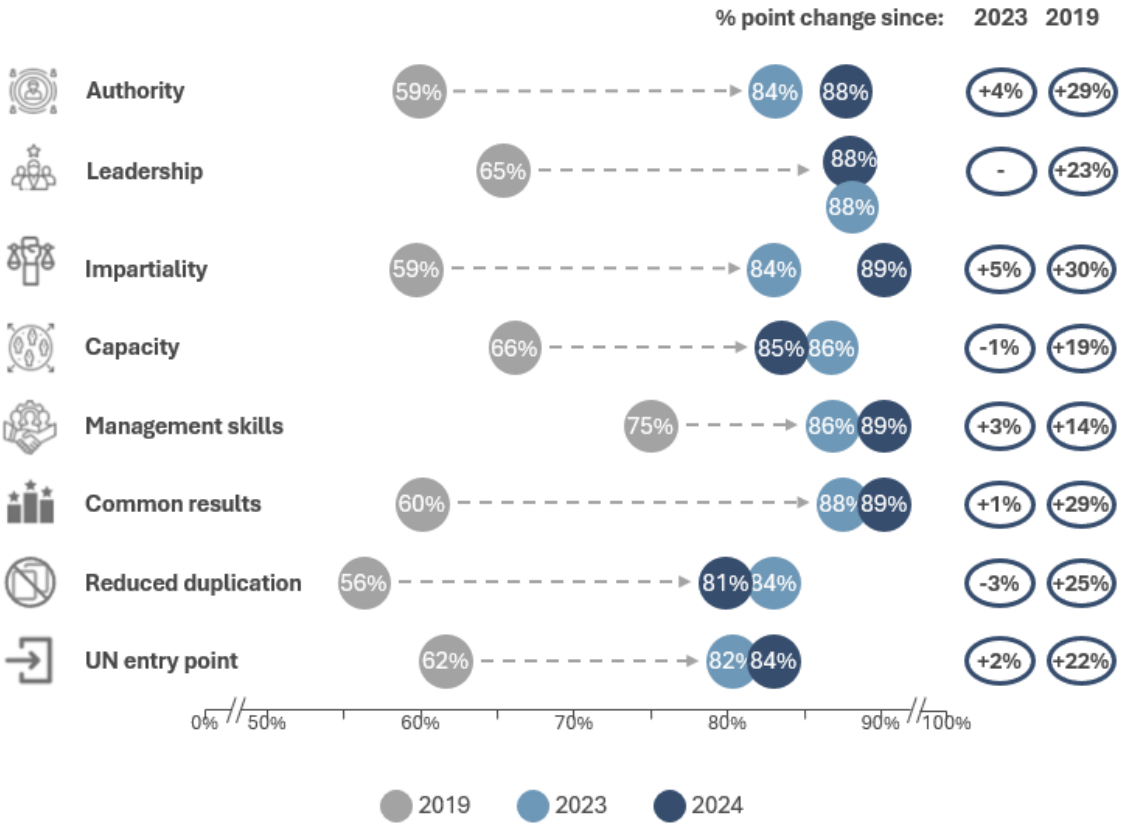
(i) Enhanced RC / RCO leadership:

(a) Diverse and effective RC leadership for targeted UNCT responses to country priorities

6. **A new RC cohort is now in place.** 75% of today's RCs were appointed after the reform. **Between 2023 and 2024, DCO supported RCs to strengthen and consolidate their leadership functions. As a result, the high caliber of RCs continued to be acknowledged,** as evidenced by highly positive host Government feedback. The vast majority of host countries attested to RCs' overall increased leadership and support accessing the breadth of the UN policy offer (see figure I).

[1] IED-24-029.
[2] (A/Res/79/226)

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



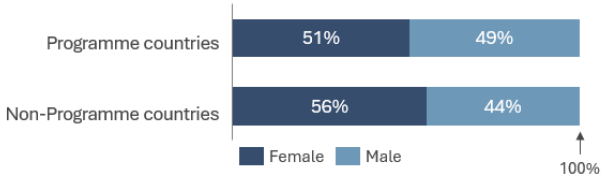
Source: DESA survey of host Governments, 2024

7. **DCO systematically consults host countries at the outset of the RC selection process, to ensure that the RC profile is tailored to country needs. This is reflected in the survey responses, with the vast majority of host Governments agreeing that RCs have the right profile and skillsets for their country's development needs** (88% in 2024).

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

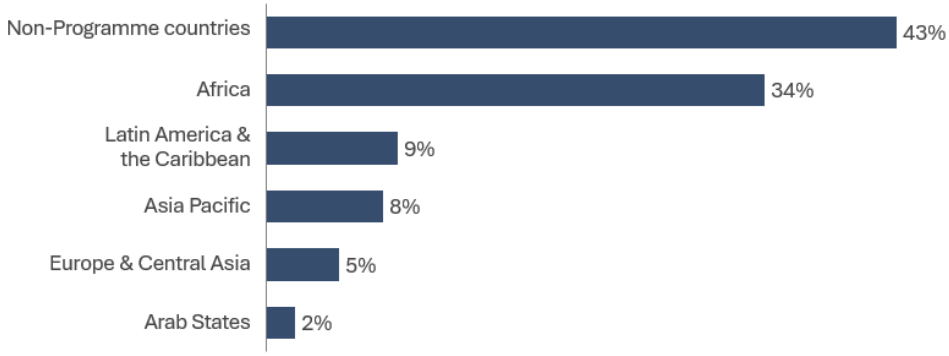
[3] More RC statistics available at https://dat.org/Home/_LBRCStatistics.

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



Source: DCO, March 2025

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



Source: DCO, March 2025

9. **The injection of more predictable resources gives DCO a footing to improve upon the provisions of intensive and sustained coaching, training and tailored support to all RCs. This is particularly needed in fast changing complex settings,** where there are additional functions of the RC – for instance, Designated Official for Security, Humanitarian Coordinator and Deputy Special Representative of the Secretary-General (DSRSG). To ensure cost-effective solutions, DCO leveraged partnerships with external providers to provide learning at no cost, including with academic and training institutions.

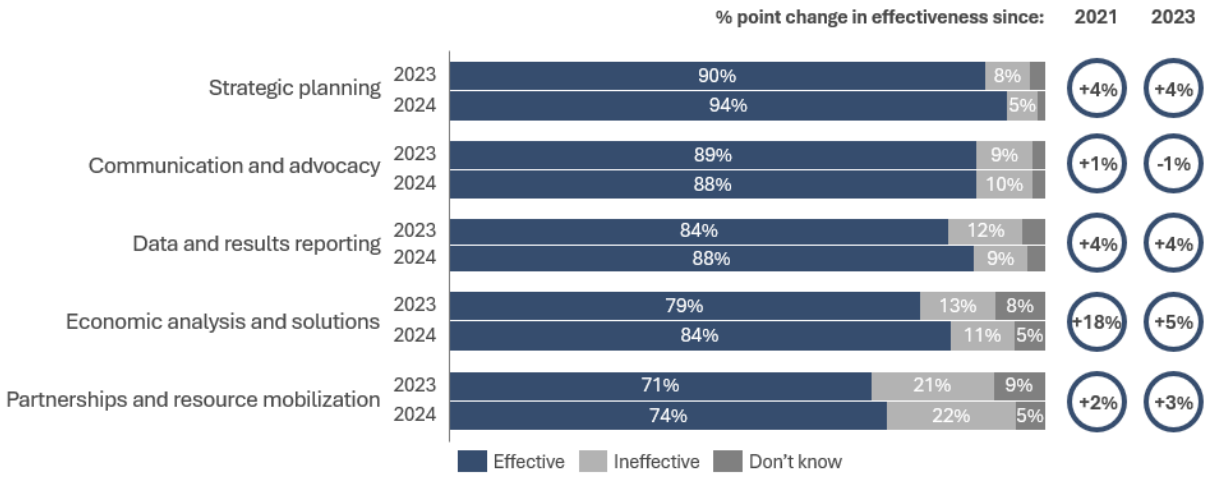
10. **Despite positive trends this year, efforts to diversify the RC pool were constrained by the lack of resources.** The 2024 candidate intake to the DCO and OCHA supported RC/HC talent pipeline was paused and the number of candidates for the RC assessment remained lower than planned, potentially leading to a smaller RC pool in the future. These measures could impact diversity in the RC ranks later on, should financial constraints continue. While there is gender balance across the RC system at a global level, efforts are now being made to ensure gender parity is also achieved among double and triple-hatted RCs at Assistant Secretary-General level.

(b) Effective RCO capacities in support of RCs and UNCTs efforts and impact

11. **The core capacities in RCOs received positive UNCT ratings in 2024**. Capacity gaps in functions such as partnerships, however, contributed to slightly less positive perceptions (see figure IV). RCO staff strategically supported the RC and guided UNCTs in the development of new UN Sustainable Development Cooperation Frameworks in 44 countries in 2024[4]. The RCOs coordinated analytical support from across the UNSDG for host countries' engagement in key development processes, including the three COPs, the 4th SIDS Conference, and implementation of agendas like the LDC Doha Plan of Action and the Sendai Framework for Disaster Risk Reduction. RCO staff supported UNCTs to identify and address bottlenecks for delivering on the SDGs, facilitate partnerships and financing, and monitor progress on UNCT results. Their contributions are documented and available on the DCO website.

[4] 10 were designed, while 34 started their process.

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



Source: DESA survey of UNCT members, 2023 & 2024

12. **Several RCOs benefitted from supplementary coordination capacities supported by non-core resources,** including from UN Volunteers (UNV), and the Junior Professional Officer (JPO) programme managed by DESA. In 2024, 281 UNVs (124 national and 157 international) and 24 JPOs supported RCOs. UNVs' support strengthened the coordination offer on country-specific priorities such as youth mobilization and engagement in Jamaica and Bosnia Herzegovina. JPOs supported RCOs in delivery of activities including support to planning, partnerships and evaluation activities.

13. **In response to national requests and in line with QCPR mandates, some RCOs also hosted advisory capacities to support UNCTs in delivering on the Cooperation Framework priorities.** The most widespread are Peace and Development Advisors (PDAs) and Officers (PDOs), through the joint UNDP-DPPA Programme, and Human Rights Advisers (HRAs) through OHCHR and the Human Rights Mainstreaming Trust Fund. In 2024, 42 international PDAs and 40 national PDOs were deployed. In 2024, HRAs were deployed in 42 countries, in consultation with host Governments. In Zambia, the HRA provided analysis to inform UNCT support of the Government's multi-year plan on "advancing the rights to food and education", resulting in approximately a three-fold increase in the 2024 national budget allocation for universal school feeding. **Despite the growing demand for advisory support, both programmes continued to downsize due to decreasing resources.** The joint UNDP-DPPA Programme cut 50% of its international cadre and the Human Rights Mainstreaming Trust Fund closed by the end of 2024, with OHCHR absorbing the cost of HRAs deployment as of 2025.

14. **Other advisory capacities are focused on specific priority themes according to country contexts.** Additional expertise **funded outside the RC system Special Purpose Trust Fund includes gender advisors by UN Women, climate action experts supported by UNEP and Sustainable Energy for All, and durable solutions advisors through the Solutions Hub for Internal Displacement previously in UNDP and now hosted in DCO, among others. UNSDG entities' contributions to RCOs through secondments as well as in-kind contributions were critical in many different settings to reinforce the RC system leadership in country. Some RCOs also hosted functions to support global pooled fund joint programmes** – as in Liberia, Sierra Leone, and Uganda for the Spotlight Initiative; Guatemala, Niger and South Sudan for the Peacebuilding Fund; and Timor Leste and Micronesia for the Joint SDG Fund**.** Despite resource uncertainty, RCs will continue to work across the UNSDG to bring in the expertise that host countries need.

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

16. **To foster knowledge sharing and enhance RCO capacity, DCO continued to invest in platforms for exchanges and training.** For instance, ahead of the 4th SIDS Conference, DCO and UN-OHRLLS facilitated peer exchanges across relevant RCs and RCOs on critical challenges, including climate change, debt vulnerabilities and opportunities. This enabled better alignment of the UN offer to the Antigua and Barbuda Agenda for SIDS. Given recent and upcoming UN mission closures, DCO established dedicated platforms to facilitate transfer of knowledge across UNCTs. The experience in Mali with transition planning, liquidation and capacity mapping helped similar exercises in Sudan, Iraq and Somalia. Additionally, DCO organized – working closely with UNSDG members – global webinars, clinics and trainings on topics ranging from UN-IFI collaboration, food systems transformation and strategic communications.

17. **RCO gender and geographical diversity continued to improve.** By the end of 2024, 54% of RCO staff was female (53% in 2023), including an increase at the P5 level from 45% in 2023 to 53% in 2024. International staff from programme countries remained steady: 53% in 2024 (52% in 2023).

18. **Nevertheless, RCOs faced significant capacity constraints stemming from pauses in recruitment due to funding shortages and staff attrition. Only 33% of RCOs were fully staffed in 2024.** These gaps led to under-delivery in some areas and an overreliance on temporary staff, secondments, and consultants. **RCOs in mission transition and post-mission settings encountered particularly acute challenges**. For example, the closure of MINUSMA and UNITAMS resulted in a significant loss of information and analytical capabilities, impacting the RC and UNCT's ability to assess and manage risks optimally. The Board of Auditors also recommended increased resourcing for mission transition planning within both DCO and the Department of Peace Operations[5]. They further recommended that the UN should seek predictable funding resources to address residual peace challenges in contexts of mission drawdowns.

19. **Looking ahead, the RCO capacities will need to be strengthened to meet different country demands.** RCOs have particularly highlighted the need for greater investment in integrated policy expertise, systems thinking and SDG financing to support UNCTs and their engagement with diverse stakeholders**.** Further, more sustainable solutions must be found to address over-reliance on temporary staffing solutions, improve induction and performance management, and ensure predictable advisory capacities.

(ii) Strengthened development coordination at regional level

20. **In 2024, DCO regional teams**, **as outposted DCO headquarters capacities[6], continued to optimize support for RCs by operating in time zones aligned with host countries, and enhancing**

[5] Report of the Board of Auditors, Volume II, UN peacekeeping operations - A/79/5 (Vol. II)
[6] Situated in Amman, Bangkok, Istanbul, Panama, and Addis Ababa (with sub-offices in Dakar and Lusaka to support Africa's 54 countries).

programming outcomes through dedicated support to RCs and regional coordination mechanisms aimed at fully leveraging the analytical, programming and policy expertise of the UN at regional level, working in close coordination with the rest of the UN's regional architecture.

21. **DCO regional directors supported UNCT country-level programming, including through the regional interagency mechanism chaired by them in support of the design of Cooperation Frameworks, bringing together all relevant UN entities at the regional level. These platforms enable the RCs to effectively facilitate access to expertise across UNSDG entities in the development of the Cooperation Frameworks.** In Africa, this led to more strategic and prioritized Cooperation Frameworks in 2024 in 6 countries, including frameworks centered around transformation on jobs and social protection in Djibouti, food systems in Sierra Leone and just economic growth in Namibia. In Europe and Central Asia (ECA), the team provided quality assurance and support for the design of 12 Cooperation Frameworks, including for Kazakhstan to better anticipate emerging trends, risks and needs through systems thinking and foresight tools. The regional team in the Arab States collaborated with the RC/HC in Syria to finalize the Syria Early Recovery Strategy and start elaborating the Syria Transitional Action Plan, as the country faced a turning point. The DCO regional team in Asia-Pacific mobilized regional expertise to integrate economic diversification, climate action, and youth-focused programming into Timor-Leste's Cooperation Framework. In Latin America and the Caribbean (LAC), the team supported RCs and UNCTs in their response to national priorities towards poverty eradication, leaving no-one behind, climate action and disaster risk reduction in Cooperation Frameworks designed for Argentina, Cuba, Guatemala, Mexico, Panama and Uruguay.

22. **DCO regional teams facilitated the provision of expertise for RCs and UNCTs on SDG policy, partnerships, and capacity building,** including on development planning, macro-economic policies, data and statistics, tax administration, trade and economic diversification, climate change, gender, infrastructure development, digital technology, curtailing illicit financial flows and many other areas, **thanks to the expertise of Regional Commissions, UN entities at regional levels and other partners.** In ECA, a partnership with UNFCCC helped train RCO Economists and Partnership Officers on carbon markets. This enhanced the UNCTs' ability to support Governments on climate finance mechanisms. In Africa, the regional team provided guidance to support RCO Economists developing joint regional policy analysis to support $110M UNCT initiatives under the African Development Bank Facility and Climate Window. Thanks to the UN Regional Commission for Africa, RCO Economists were trained on economic diversification and localization of the African Continental Free Trade agreements. The regional team in LAC supported knowledge exchanges to strengthen capacities across the region for private sector engagement and integrated financing. In Asia-Pacific, support to a UNCT exchange platform in Iran boosted data, digital, and behavioral science skills in the Pacific, and enhanced a shared digital knowledge management platform for the multi-country RCOs. In the Arab States, analysis of IFIs and Gulf Cooperation Council engagement opportunities enabled a more strategic, unified approach to partnership and resource mobilization in the region.

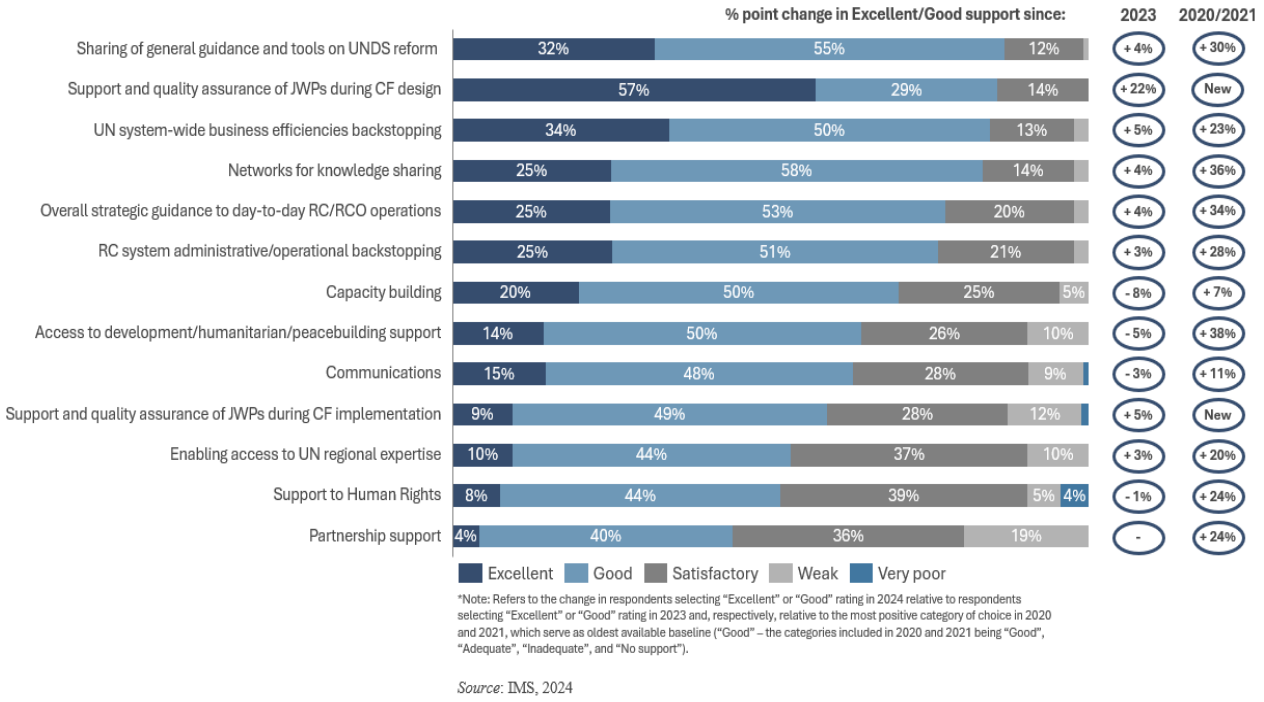
23. **DCO regional teams supported analytical and programmatic initiatives on complex transboundary issues, working closely with relevant UN entities.** In Central Sahel, the Africa team coordinated UN regional resources as for example by the Regional Commission for Africa and Joint SDG Fund investments to provide cross-border surge support to UNCTs creating at-scale development programmes with participating Governments. In Burkina Faso, programmes were developed on food systems, stabilization and cross-border community cooperation. In Niger, programmes were created on food systems, transforming education, youth employment, and socioeconomic governance. The regional team identified strategic investment opportunities with

donors in Morocco, Algeria, Tunisia, Egypt, DRC, Cote d'Ivoire, Kenya, Ethiopia and Mozambique. The regional teams in ECA, Arab States and Asia-Pacific jointly facilitated high-level coordination for a transboundary climate adaptation project in the Euphrates-Tigris Basin, mobilizing around $400,000 for UNEP-led research and regional climate resilience efforts. The regional teams for Arab States and ECA also worked with UNFCCC to bring together technical expertise and advance development of NDCs 3.0 with UNEP, UNDP and the NDC Partnership. In ECA, collaboration between DCO and UNECE addressed transboundary dimensions, such as trade and transport connectivity as well as environmental governance in shared common country analysis for Central Asia and the Western Balkans, engaging Economists in the RCOs and UNCTs. The regional team in ECA also partnered with the regional offices of UN Women and UNFPA to strengthen data governance in Armenia, Kyrgyzstan and Moldova.

24. **DCO regional teams supported regional development coordination via the Regional Collaborative Platforms (RCPs), chaired by the UNSDG Chair.** As part of the RCP secretariat, including the Regional Commissions and UNDP, DCO regional teams help to bridge country-level and regional efforts to facilitate access to system-wide expertise for RCs and UNCTs, harnessing regional resources and expertise of the UN development system.

25. **RCO satisfaction with regional DCO support is clear on aspects including** developing and quality assuring Cooperation Frameworks, facilitating networks for knowledge sharing, accessing UN regional expertise, and overall strategic guidance to day-to-day RC/RCO operations, including backstopping efficiency efforts. **However, the lack of resources for learning and for dedicated regional communication support is also evident** (see figure V).

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



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

Source: IMS, 2024

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

27. **Addressing these issues will require a recalibration of DCO's regional teams, coupled with improved coordination and collaboration across all regional UNSDG counterparts as well as UN specialized agencies with no presence in the regions, to unlock the support needed for RCOs and UNCTs to deliver at their full potential**.

(iii) Strengthened development coordination support globally

28. **DCO in NY steers and oversees 1,151 core staff worldwide** (as of 2025). The office ensures diverse and skilled RC leadership through RC recruitment, tailored training and peer-learning networks. It equips RCs and UNCTs with tools, guidance and expertise leveraged across the system for SDG acceleration to translate global priorities into country-specific initiatives. They do so while managing in parallel human resources, ICT, budget, finance, property and assets to deliver results amidst funding constraints. **DCO also supports the UNSDG Chair as they lead the UNSDG, setting strategic direction for the United Nations development system and in identifying solutions for SDG acceleration.**

29. **In support of RC efforts to drive coherent programming**, in 2024 **DCO worked closely with UNSDG entities to draw on their expertise and connect it to their needs. For example, the Office overhauled the guidance on the UNCT's analytical role** to ensure that risk-informed analytics and strategic foresight inform programme design. **DCO worked with relevant UNSDG entities to develop an interactive guide for RCs and UNCTs on food systems transformation** and entry points for integrated programming at national level. **Further DCO led a mapping to share UNSDG and UNCT good practices on UN-IFI collaboration at country level**. DCO supported RCs and UNCTs with the design and quality assurance of a pipeline of Joint SDG Fund and Spotlight "high impact programmes". DCO also **drove efforts to streamline and enhance support to RCs in complex settings in advancing progress towards the SDGs,** working closely with DPPA, DPO and OCHA. In 2024, DCO assumed the hosting of the inter-agency Solutions Hub for Internal Displacement. DCO also supported RCs and UNCTs with implementing the programmatic aspects of UN system-wide strategies on youth engagement, disability inclusion, gender equality, anti-racism, indigenous rights and protection from sexual exploitation and abuse. DCO also enabled country-level coherence to advance Secretary-General's priority initiatives as Early Warnings for All, Just Energy Transitions and Critical Energy Minerals, informing RCs, connecting them with UN development system's tools and expertise and promoting system-wide engagement in countries.

30. **DCO continued to advance gender parity, disability inclusion and anti-racism also within the RC system.** Aligned with the new UN System-wide Gender Parity Strategy, DCO updated internal RC system guidance on flexible working arrangements and ensured that staff were fully briefed on strategies related to parental leave, mental health, well-being and caregiving support. The Office also continued to provide significant guidance and technical support to RCOs and UNCTs to advance disability inclusion, promoting physical and ICT accessibility and inclusive HR practices. The awareness of "reasonable accommodation" increased from 3 requests in 2023 to 12 in 2024. A partnership with UNV placed 11 volunteers with disabilities in the RC system, with 10 more under recruitment at the end of 2024. In support of the Secretary-General's Strategic Action Plan on Addressing Racism and Promoting Dignity for All, DCO developed its own 2025-2027 Action Plan, appointing regional anti-racism advocates to oversee implementation.

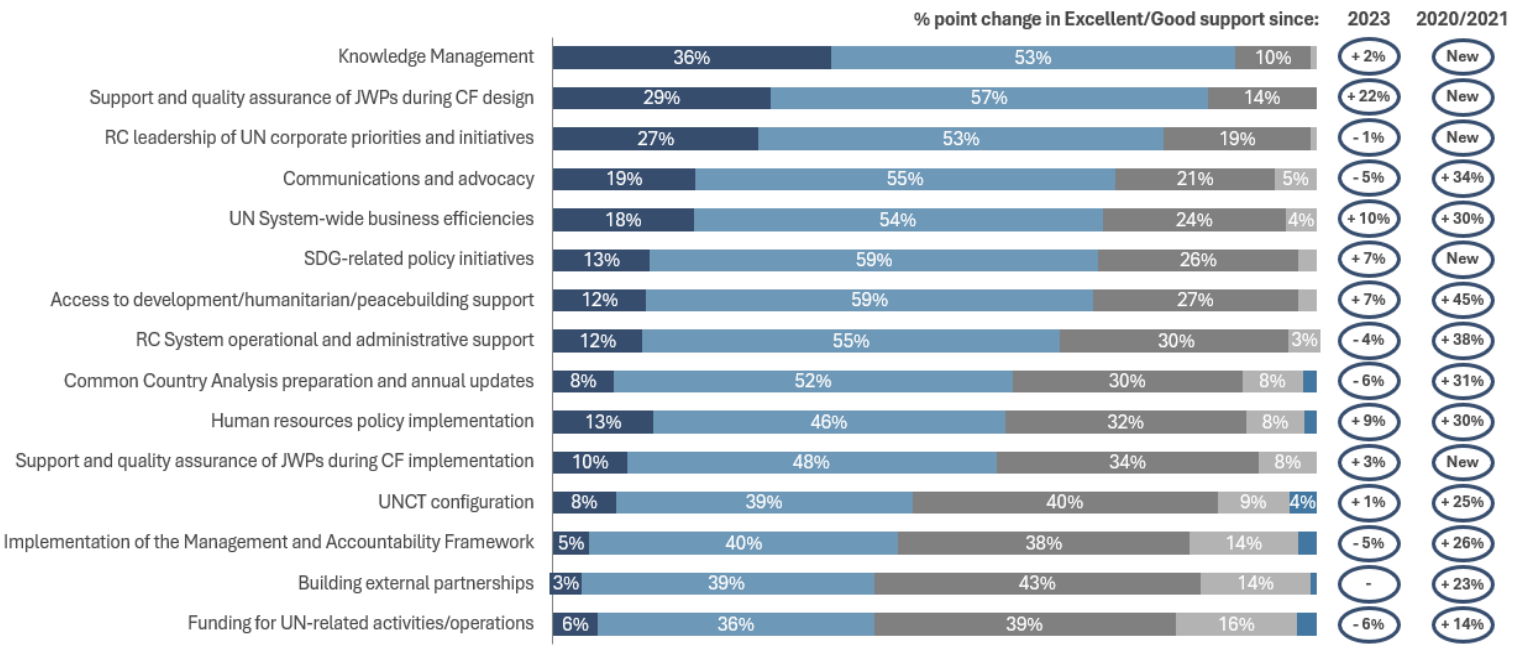
31. **DCO supported RCs and UNCT with operationalization of system wide strategies and intergovernmental outcomes at the country level,** including support to over 100 national initiatives with Governments ahead of the **Summit of the Future**. They supported the UNSDG Chair in convening UN development system entities to articulate a common offer of support to Member States

in developing the Pact for the Future. DCO worked across the UN, including with DESA, OHRLLS and the SG's Climate Action Team, to utilize RC expertise for key inter-governmental fora, such as 2024 SIDS conference and the Rio COPs on climate, biodiversity and desertification.

32. **Moving quickly after the release of generative AI models, DCO launched a Digital Solutions Lab to help the RC system harness AI and automation,** developing over 20 use cases with DCO units and RCOs. DCO is investing in a strategy to scale up AI/automation experiments. The office seeks to reimagine its data management to reduce information and reporting overloads, improve value proposition to UNCTs and Governments, and ensure that the Office is fit to rise to today's challenges.

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

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



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Source: IMS, 2024

34. **As UNSDG secretariat, DCO supported the UNSDG Chair with convening the Principals of 38 UN entities to coordinate policy formulation and decision making on sustainable development.** For example, DCO is supporting the UNSDG review of the MAF, expected to conclude in 2025, and the UNSDG Business Innovations Group, linking global and country-level efficiency efforts. **The share of UNSDG members who agreed that DCO effectively supported their entity's engagement with the Group remained high at 93%.**

35. **DCO supported the Chair of the UNSDG in consultations with Member States and United Nations development system entities to formulate a new Funding Compact,** which was welcomed by ECOSOC[7] and the Geneal Assembly[8] in 2024. Subsequently, DCO also launched a process to support country-level implementation of the funding compact commitments by the United Nations development system and the donor community through tailored funding dialogues co-hosted with Governments in 34 countries in 2024. A further 51 dialogues are already scheduled for 2025. These dialogues are essential for grounding the commitments into action at the country level.

36. **DCO provided information to support Member States' deliberations for a new QCPR cycle in the fall of 2024.** Working with DESA and the System-Wide Evaluation Office, DCO facilitated extensive briefings on progress of development system reforms, aiding Member States in reviewing progress and formulating system-wide guidance in the QCPR resolution.

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

III. Convening and partnerships to deliver SDG policy and financing solutions: transformative results for SDG acceleration

38. **RCs endeavor to shape the new generation of UNCTs to be more attuned to national needs and focused on delivering joint responses to maximize their impact.** Across the world, all UNCTs (except DPRK) transitioned to Cooperation Frameworks. In 2024, 10 UNCTs designed their second Cooperation Framework cycle. **In 2024, 98% of host Governments** (94% in 2023) **agreed that the activities of the UN, as articulated in the Cooperation Framework and the country's development needs and priorities were very closely or closely aligned. Similarly, 98% of host Government** (96% in 2023) **agreed or strongly agreed that the Cooperation Framework ensured that UN activities were effectively responding to national priorities, including on the delivery of the SDGs.**

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

40. **RCs prioritized more inclusive UNCT configuration to effectively implement this systems' approach**, coordinating an average of 22 entities per UNCT, including non-resident entities. **UN entities have increasingly embraced new ways of working.** For example, FAO in Indonesia established a technical team to support the common country analysis and Cooperation Framework formulations, including to integrate a holistic agrifood systems approach into the Framework. **In**

[7] E/RES/2024/19
[8] A/RES/79/226

2024, 92% of host Governments (90% in 2023) **agreed that UNCT staff had the right mix of capacities and skills to support the country's development, and 66% that it was easy to access technical expertise from UN entities not physically present (from 58% in 2023).** They continued to agree that RCs facilitated UN–Government dialogue on needs-based and tailored UN country presence (86% in 2024 and 87% in 2023). **Most contributing countries also agreed that the RC system helped scale up collective action for the SDGs (90% in 2024 and 91% in 2023).**

41. **However, there was a slight decline in the perceptions of host Governments agreeing that RCs effectively led strategic UNCT support for national plans and priorities (92% in 2023 to 89% in 2024).** Preliminary findings of the SWEO evaluation notes that the level of attention to Cooperation Framework design and quality is not matched with equal support for collective implementation. RCs face challenges in ensuring meaningful derivation of country programming instruments from Cooperation Frameworks. This is partly because entities tend to prioritize their mandates and global plans**.** Currently, 21% of UNCT entities do not derive their programming instruments from the Cooperation Framework.[9] UNCT configuration exercises have yet to transform country-level presence or expertise, highlighting the need to improve the way the exercise is conducted, and the imperative to address entity-specific operating models and incentive systems posing a challenge, including funding. DCO is working with UNSDG partners to recalibrate the Cooperation Framework guidance and the MAF**. These weaknesses also continue to need attention by Member States, including in entity-specific governing bodies, to shift business models and incentive systems, which would enable UNCTs to collaborate around joint results.**

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

42. **RCs led UNCTs to leverage global processes to boost systems transformation for poverty eradication and SDG acceleration.** For example, in preparation for the Summit of the Future, the UNCT in China laid the groundwork with a series of pre-summit dialogues, workshops and forums on themes such as AI governance, youth empowerment, climate action, and sustainable investments. **Seizing opportunities offered by the Rio COP Conventions**, RCs also propelled political momentum for policy integration across the economic, environmental and social dimensions of sustainability. The RCs in the three COP host countries (Colombia, Azerbaijan and Saudi Arabia) worked together to promote national planning instruments alignment under each Convention. RCs worldwide worked with UNCTs to define offers of support to Governments that aligned with these areas. For example, in Kazakhstan, Brazil, Indonesia, Türkiye, Ethiopia and Jordan, the UNCTs supported alignment between food systems transformation and climate action.

43. **RCs also leveraged national processes to foster policy shifts for SDG acceleration.** In Panama, a collaboration among UN Women, UNDP, UNICEF, UNFPA, under RC leadership, enabled strategic engagements with Government ministries which delivered transformative leap toward gender equality through the adoption of Law 431 (2024), establishing the National Care System. In Zambia, a coordinated effort by UNDP, UNESCO, and UNICEF brought together Government, private sector, and civil society partners for enhanced digital infrastructure and inclusion of marginalized communities through ICT hubs and digital literacy programmes. In El Salvador, the RCO facilitated multi-stakeholder coordination and aligned UN support to Government for the launch of a Joint Action Plan on Employment, Youth and Opportunities. **93% of host Governments (86% in 2023) indicated that RCs and UNCTs provided support for needed changes in national cross-sectoral policies and regulatory frameworks to advance the SDGs.**

[9] UNInfo/IMS, 2024.

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

45. **RCs worked with host countries and UNCTs to tailor UN support to the specific priorities of countries – whether LDCs, MICs, LLDCs and SIDS**. In Mongolia and Bhutan, RCs spearheaded initiatives and partnerships for accelerated digitization to overcome limitations posed by geography. In Sao-Tome-and-Principe and Laos, RCs led UNCT support for LDC graduation, helping integrate a transition strategy into national development plans through national consultations and coordinated UN technical assistance. In SIDS, under RCs' leadership, the UN provided extensive coordination in disaster recovery and resilience building. In the Philippines, investments in early warning systems, significantly reduced casualties and damage from six overlapping typhoons in 2024. **The share of LLDC, LDC, SIDS and MICs Governments indicating that RCs effectively led UNCT's strategic support for national plans and priorities held steady**. The drop amongst LLDCs (from 93% to 85% agreeing on RC effectiveness) was driven potentially by delays in the new LLDC programme of action finalization and uncertainty around the LLDC conference organization, which impacted UN action in countries.

46. **RCs continued their commitment to gender equality, combating gender-based violence, and promoting disability inclusion across UN operations**. In 2024, 116 UNCTs submitted SWAP gender equality score card reports, compared to 87 in 2023. In line with the **UN System-Wide Gender Equality Acceleration Plan,** RCs actively engaged in initiatives to strengthen system-wide accountability, such as UNCT gender equality profiles. RCs led efforts to launch new Spotlight Initiative programmes and secure commitments such as for the Initiative's Africa Regional Programme, amplifying the African Union's Gender Strategy and the Maputo Action Plan to improve sexual and reproductive health. RCs also ensured a stronger focus on prevention of sexual exploitation and abuse in Cooperation Frameworks, including through capacity building, as trainings for police forces in Nepal. RCs further ensured that 100% of UNCTs reported on implementation of the **UN Disability Inclusion Strategy** for the fourth consecutive year. The percentage of Cooperation Frameworks prepared in consultation with persons with disabilities reached 60% in 2024 (55% in 2023). UNCTs in Guatemala, Zambia and India are leading the way on disability inclusive procurement and employment processes.

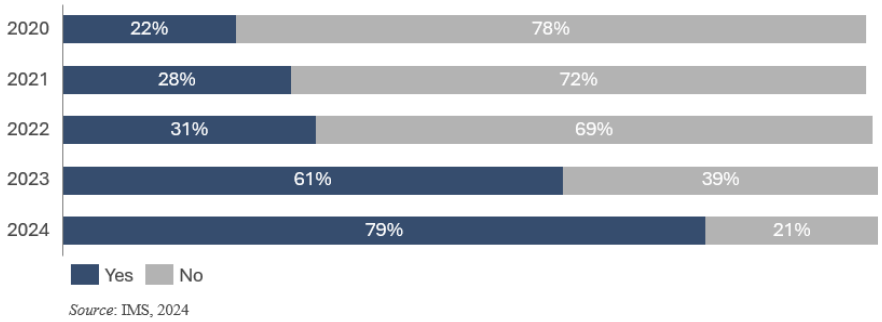
47. **RCs fostered SDG acceleration through supporting the use of innovative approaches by UNCTs**. The United Nations development system deployed night lights and satellite imagery to aid poverty estimation in Bangladesh, a geographic information system helped improve school infrastructure in Albania, and digitalized census data collection in Liberia leading to significant cost and time savings. Further examples include macro-modelling for policy analysis and foresight for food system transformation in Jordan, foresight approaches for alternative childcare services development in Moldova, and foresight inclusion in strategic planning for resilience building in Viet Nam, the Pacific MCOs, Seychelles, and Saudi Arabia. Since the DCO strategic foresight guidance was released in 2022, over half UNCTs (53%) used foresight in 2024 for the design and implementation of their Cooperation Frameworks (significant increase from 35% in 2023). **However,**

capacities lag behind demand: between 55% and 75%[10] of UNCTs report insufficient capacity to meet their needs across anticipatory planning, advanced analytics and data visualization. The recalibration of the RC system presents an opportunity to strengthen these skill sets across the system.

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

48. In 2024, 90% of host Governments (87% in 2023) reported that RCs contributed to leveraging partnerships in support of national SDG efforts, while 92% (91% in 2023) agreed that the UN boosted their capacity for SDG partnerships. UNCTs increasingly adopted joint partnership strategies (see figure VII). **RCs have helped UNCTs to expand their reach and Governments to attract critical investments by convening bilateral and multilateral partners, including contributing countries, regional and international financial institutions, the private sector, civil society and other stakeholders**. In Trinidad & Tobago, the RC supported UNCT partnerships with business groups strengthening companies' management of environmental, social, and governance risks and opportunities. In Thailand, the RC mobilized the local Global Compact Network securing a $46 billion private sector pledge to drive carbon neutrality by 2050, expand protected land and marine areas, and bolster human capital for the green economy. The UNCT also partnered with 59 universities nationwide to integrate the SDGs into their curricula, benefiting over 600,000 students and their communities.

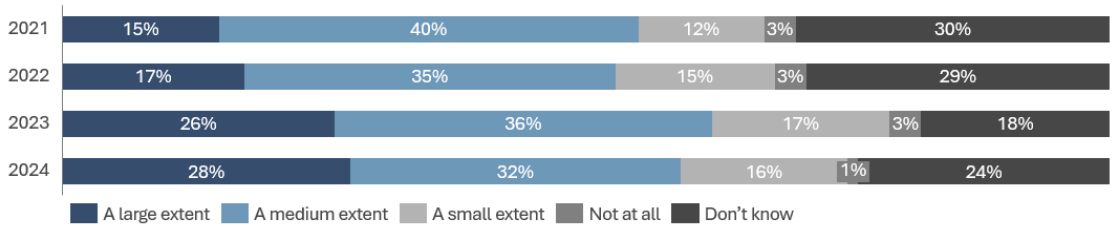
Figure VII: **UNCTs with a Joint Partnership and Resource Mobilization Strategy**



Source: IMS, 2024

49. **Collaboration with IFIs was strengthened in 2024 in numerous settings.** 73% of UNCTs (68% in 2023) reported working with IFIs, primarily focusing on data collection and analysis, joint policy advice, technical assistance and service delivery for the SDGs. **Host Governments increasingly acknowledged improved collaboration** (see figure VIII). **Similarly, partnerships with entities like the EU evolved beyond the traditional donor-implementing partner dynamic:** 58 countries reported annual EU-UNCT strategic dialogues in 2024, co-convened by RCs and EU Heads of Delegation, fostering stronger and more impactful partnerships.

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



Source: DESA survey of host Governments, 2024

[10] UNINFO/IMS, 2024

50. **In 2024, RCs enabled a strengthened UNCT focus on SDG financing through partnerships and tools including the Joint SDG Fund**. In Indonesia, the RC worked with UNDP, UNICEF, UNIDO and UNEP to pioneer innovative financing solutions, unlocking over $4 billion in bonds, Islamic financing and other investments for sustainable fisheries, waste management, social and climate financing, and urban transport. In Kenya, the RC convened partners to develop a $10M Development Impact Bond for the health sector, enabling UNFPA, WHO and UNAIDS to deliver over 1.5 million sessions of family planning and HIV services. In North Macedonia, the RC worked with UNDP, IOM and UNECE to establish a Green Financing Facility, with co-financing from EBRD. This facility allocated $26M through six local financial institutions and supporting 46 sub-projects with payments for SMEs and underserved households. In Uruguay, the RC with UNIDO, UNDP and UN Women, catalyzed partnerships across 80% of the country's banking sector, creating the Renewable Energy Innovation Fund. The fund achieved a 1:6 leverage ratio in its first financing round, scaled renewable energy solutions for a bankable pipeline of projects, and reduced over 24,000 tons of CO2 emissions. **73% of UNCT members agreed in 2024** (60% in 2023) **that the RC facilitated UNCT's focus on national opportunities for public and private investment at scale**. **In contrast, there was a drop in Governments' perception (56% in 2024 from 75% in 2023) that RCs and the UNCTs contributed to identifying national opportunities for public and private investments at scale[11]. Further attention and capacities are needed to strengthen such partnerships and related communications.**

51. **The Joint SDG Fund has been instrumental in enabling RC leadership to orchestrate and scale SDG financing along policy solutions and systems transformations.** Its impact has reached over 206 million people to date (10 million in 2024 alone). Moreover, through a total $344M outlay to date, including $76M committed in 2024, the Fund has catalyzed an additional $1.6billion in investments (a leverage ratio of 1:19). It has demonstrated robust financial growth in 2024, reaching a capitalization milestone of $89.8M in signed contributions from 17 Member States, up 160% from 2023. While this expansion is promising, **80% of 2024 contributions remained concentrated on three donors** (Spain, Germany, EU) **and well below the annual $500M target agreed in the Funding Compact.**

52. **RCs similarly facilitated joint programmes by unlocking resources from other global pooled funds, including the Peacebuilding Fund (PBF) and the Spotlight Initiative**. **In 2024, RCs in 32 countries steered $116M in PBF investments toward 53 joint UNCT initiatives** focused on addressing cross-border challenges, supporting mission transitions, and empowering women and youth. These efforts led to concrete outcomes, such as Burundi's pilot programme for the National Youth, Peace, and Security Strategy, Cameroon's integrated approach to disarmament, demobilization, reintegration and social cohesion, and Papua New Guinea's training of local women in peacebuilding and trauma-informed care. Additionally, RCs bolstered the Spotlight Initiative reach and impact advancing targeted strategies to end violence against women and girls, as in Ecuador and Uganda with a $32M investment. **However, the share of UNCTs that successfully mobilized global pooled funding in 2024 dropped to 70%, compared to 82% in previous years, largely due to decreased capitalization.**

53. **RCs supported the establishment and expansion of country-level development focused pooled funds, which reached $353M in deposits in 2024 (a 8.6% increase from 2023).** In 2024, the SDG Acceleration Fund in Tanzania reached its highest levels to date ($21.7M). The RC in Sri Lanka repositioned their SDG Fund as a one-stop shop for pooled funding mechanisms, including global

[11] To note: 24% indicated they 'did not know' in 2024 vs. 6% in 2023.

funds like the PBF and the Joint SDG Fund to avoid separate overhead fees and increase cost-savings. A country-level pooled fund with a specific window on South-South Cooperation was set up in India. In Tunisia, the RC launched a MPTF for youth employment, with support from the Kingdom of the Netherlands, World Bank, Islamic Development Bank, and African Development Bank. The Fund enabled ILO and FAO to connect over 2,000 young entrepreneurs to agribusiness markets, accelerating SDGs through skills-development, job-creation and inclusive economic growth. More resources are needed for **pooled funding as both a primary tool for joint programming under Cooperation Frameworks and a significant driver of greater UN coherence.**

(iii) Strengthened UN cross-operations for sustainable development solutions

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

55. **Such efforts required strong coordination across UN development, humanitarian, and peace and security actors, collaborating with national, regional and international stakeholders**. In Chad, the RC/HC mobilized partners in support of UNCT efforts led by UNHCR to implement the Government's legislation on asylum, expanding basic services, boosting economic opportunities and strengthening social infrastructure that benefited both refugees and host communities. In DRC, the DSRSG/RC/HC coordinated the development of the 2025 Humanitarian Response Plan with the 2025–2029 Cooperation Framework, resulting in better alignment of outcomes with a view to long term resiliency. In Iraq, the new 2025-2029 Cooperation Framework marks a strategic shift from humanitarian aid to longer term development, aligning with the country's national development plan and S/RES/2732 (2024) mandating UNAMI's drawdown by 2025.

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

57. **The OIOS evaluation of the RC system in complex settings noted increased coherence in UN programming.** 74% of OIOS-surveyed government officials in these settings reported that the RC system helped set a national SDG agenda. **Host Governments and UNCTs surveyed by DESA also confirmed that RCs contributed to stronger complementarity and coherence across development, humanitarian and peacebuilding efforts**: 87% of Governments and 87% of UNCT entities agreed in 2024, compared to 79% and 82% respectively in 2023. **95% of host Governments**

where multi-hatted RCs are present agreed that RCs displayed strengthened ability to serve as an entry point for easy access to the UN offer in 2024 – a significant increase from 82% previously.

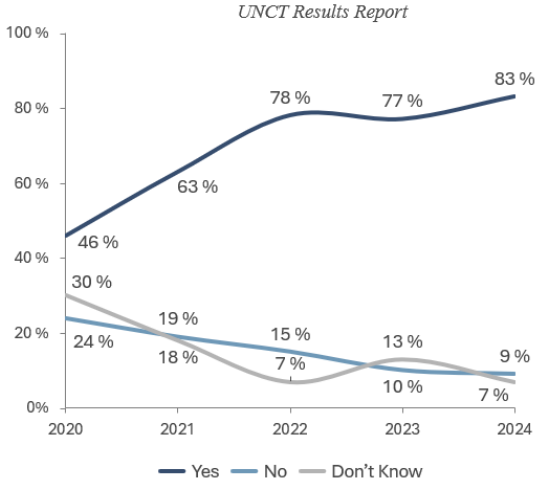
58. **However, OIOS observed that the RC system often lacked the necessary staffing and expertise to effectively meet additional demands in complex settings, including navigating politically and operationally complex environments to effectively deliver upon its mandates**. 44% of OIOS-surveyed RCs and UNCT members noted opportunities to improve inter-agency coordination through better funding and working approaches. **OIOS recommended that DCO undertake a RC system staffing review in complex settings**, share good practices on sustainable funding, joint risk analysis and risk-informed planning, and revise the UNSDG guidance on humanitarian-development-peace collaboration. Ensuring the RC system has adequate resourcing and aligned collaborative approaches will be critical to draw on the full expertise of the UN system to maintain effectiveness in supporting sustainable development and stability in complex environments.

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

59. **DCO advanced accountability and transparency at global level throughout 2024. The share of implemented recommendations by audits and evaluations addressed to DCO jumped to 80%** (from 55% in 2023), working closely with OIOS and SWEO to ensure full understanding and compliance. Insufficient and scattered tools and capacity continue to impair efforts to enhance central tracking of evaluation and audit recommendations**. Resources permitting, DCO intends to prioritize an improved, centralized approach for monitoring and managing the implementation of audits and evaluations.** Development of a revised RC system results framework is underway, with particular attention to ensuring alignment with the new QCPR.

60. **At country level, RCs continued to spearhead timely UNCT Results Reports on Cooperation Framework implementation - achieving 100 per cent completion rate for the third consecutive year.** Host governments increasingly look to the reports as a key accountability tool with UNCTs (see figure IX). **Quality continued to vary across regions and DCO will further work with RCs and RCOs to ensure reports are a similar high-quality standard across all countries.**

Figure IX: **UNCT Results Reports received by host Governments**
Host Governments' responses on whether the RC provided them with a UNCT Results Report



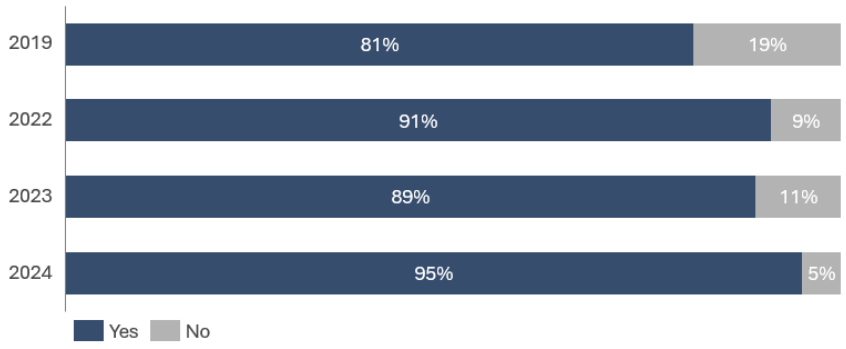
Source: DESA survey of host Governments, 2024

61. **In 2024, all 31 countries expected to evaluate their Cooperation Framework initiated work**. **However, several issues continued to limit the full utility of these evaluations**. Delays in completing them undermine their effectiveness, and the quality of the process and deliverables (14 out of 31 were completed as of March 2025). As noted by SWEO, capacities and resources for Cooperation Framework evaluations are limited, mainly due to financial constraints. This means that challenges remain with the overall evaluability of the Frameworks, leading to findings and recommendations that generate limited insights and actionable lessons. As per the recently adopted UNSDG System-wide Evaluation Policy, DCO will work together with SWEO on models and guidance for the system-wide evaluation function at country and regional levels, including to support credible Cooperation Framework evaluations.

62. **Usability and accessibility of the system-wide UN Info platform was further improved by DCO in 2024.** UN Info has become an important tool for accountability, transparency and data-driven decision-making. Currently, 124 countries report on their Cooperation Frameworks through UN Info[12]. However**, as also noted by SWEO, data quality remains a challenge primarily due to UNCT members dual-reporting burdens and lack of interoperability** across UN reporting and results-based management systems. **DCO is streamlining data collection processes and enhancing automation,** working closely with RCO Data Management Officers, UN entities and OICT**. This will entail structural changes across the system that require collective will and resources.**

54. **RCs, with their Communications Officers, led joint UN advocacy efforts**. Nearly all UNCTs now have joint advocacy strategies linked to their Cooperation Frameworks (see figure X), with 86% funded through agency cost-sharing. This demonstrates some of the successful efforts by the RC to enhance inter-agency collaboration and efforts by entities to come together. However, only 62% of UNCTs had dedicated annual communications budgets, limiting impact. **RC-led advocacy efforts were especially critical in crisis contexts**. For example, during Hurricane Beryl in the Caribbean, RCO and OCHA led strategic messaging and media engagements facilitated the launch of the $9M regional response plan for Grenada and Saint Vincent and the Grenadines prepared by OCHA and were supported by OCHA advocacy and communications to mobilize support for the response plan in this sudden-onset disaster. The pausing of recruitment of communication capacities in RCOs, due to resource constraints, was evident in some offices. OIOS further reaffirmed this as an area lacking expertise.[13]

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



Source: IMS, 2024

[12] Visit UNSDG Data Portal.
[13] OIOS Evaluation of the RCS in complex settings, 2024.

V. Operations: increased efficiencies for effective development responses

63. **The transition of RC system operational services from UNDP to the UN Secretariat continued to generate savings. In 2024, an estimated $6.2M of cost avoidance was recorded ($1.7M higher than in 2023). In addition, the RC system continued to advance efficiencies** supporting compliance with UNSDG BIG decisions – co-chaired by UNICEF and UNOPS – for the advancement of common premises, common back-offices (CBOs), Business Operations Strategies (BOS) implementation and global shared services.

55. **In 2024, RCs were pivotal in garnering Government's support for the establishment of common premises** in Costa Rica, Venezuela, and Barbados, and the renovation of One UN House in Samoa with government funding and contributing to improved operational efficiency. **RCs further facilitated interagency collaboration for the establishment of common back offices**, as the ones in Brazil, Kenya, Tanzania and Viet Nam in 2024.

64. **RCs also facilitated increased UNCT ownership and oversight of BOS implementation, monitoring and reporting.** In Papua New Guinea, seven long term agreements with vendors for security, hospitality, printing and transportation services were developed or updated. In Guatemala, the RC led the development of disability-inclusive procurement guidelines through an interagency initiative. In Mongolia, the RC ensured greening of UN office premises resulting in energy efficiency and significant cost savings.

65. **In addition, RCs promoted the shift towards global shared services by advocating and facilitating UNCT entities' access**. In Guatemala, for instance, the RC championed the participation of several entities in the UN Mobility initiative, led by UNHCR and WFP, allowing UNCT entities to easily lease vehicles.

66. **79% of host Governments agreed that RCs helped to minimize duplication of efforts among UN agencies, ensuring efficient use of resources. 94% agreed that the UN was efficient in providing support to countries** (93% in 2023)**. As a further attestation to the role of RCs in supporting agencies to deliver efficiencies, the JIU highlighted that the RC advocacy and reporting role is critical to the successful operationalization of UN entities' mutual recognition of policies, procedures, and systems contracts at the country level**[14].

67. **Much more can be done to advance system-wide efficiencies. Limited understanding and prioritization of** efficiency measures in UNCT workplans beyond the BOS remains a challenge. The Secretary-General's 2025 report on the QCPR details the progress and challenges in this area.

VI. Funding of the RCS: a step towards more reliable funding

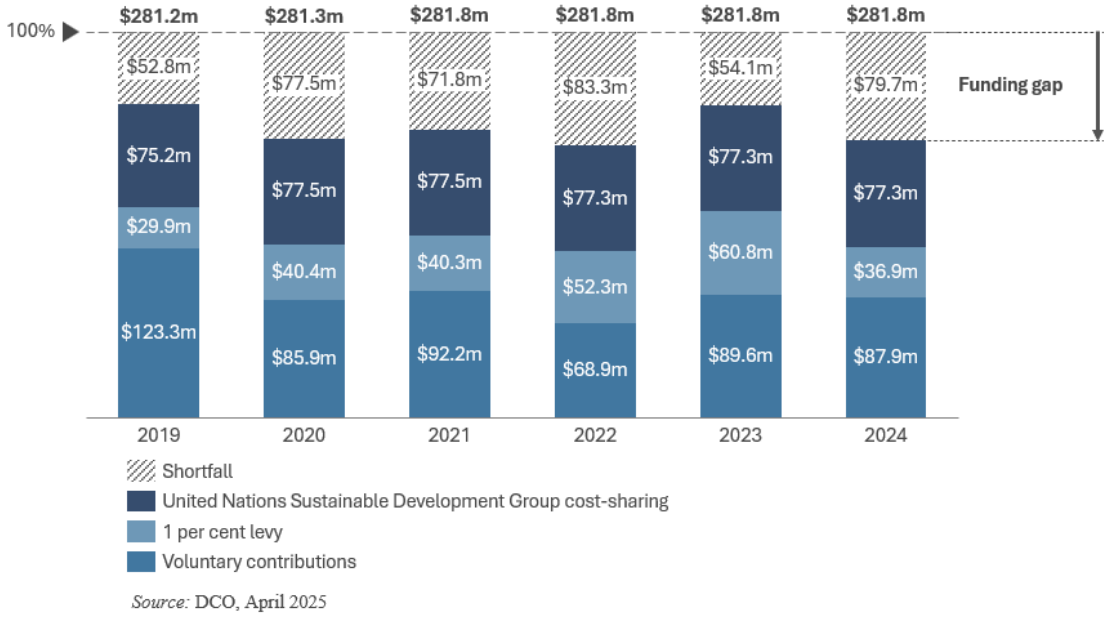
68. Recognizing the centrality of a strong development coordination function to achieve the SDGs, the Secretary-General presented revised budget estimates for the RC system to the General Assembly in January 2024. He proposed that the portion intended to be covered through voluntary contributions be converted to funding from the regular budget. As the voluntary contributions never met the target agreed with Member States, the Secretary-General deemed the current shortfall to have an untenable impact on the development system and sought to secure more reliable funding. DCO supported the Secretary-General and Deputy Secretary-General's engagements, articulating the critical role of development coordination in supporting countries at the scale needed to achieve the SDGs. **The**

[14] JIU/REP/2024/4

General Assembly[15] decided to provide additional funding from the regular budget ($53M), adjust the UNSDG cost-sharing annually for inflation, and maintain the 1% coordination levy on tightly earmarked contributions and voluntary resources. They also requested the Secretary-General present a comprehensive review, in the 81st Session of the General Assembly, of all possible funding models and funding streams, including a review of the adjustment of the coordination levy and cost sharing arrangements.

69. **In 2024, donor contributions to the Special Purpose Trust Fund (SPTF) continued at similar levels as in 2023**, amounting to $87.9M at the end of the year. However**, there was a slight decrease in the number of countries making contributions with only 26 countries making commitments, compared to 29 in 2023. Of 10 multi-annual agreements**, 3 concluded. The UNSDG cost-sharing provided $77.3M. Revenues from the 1% coordination levy totaled $36.9M in 2024. Revenues from the 1% coordination levy decreased to $36.9M in 2024, from $60.8M in 2023, reflecting delays in administering the levy and early indications of the impact of development funding cuts. **As a result, total funding for the SPTF amounted to only $202.1M at the end of 2024, leaving a gap of $79.7M** against the full RC system budget of $281.8M (see figure XI).

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



Source: DCO, April 2025

70. DCO continued enacting cost-control measures, seeking to minimize impact on field operations and core staffing capacity. These measures included reduced country-level Coordination Fund allocations to 90 offices – essential for RCs convening around countries' priorities; temporary freezing of select RCO vacancies in 64 countries, scaled-back procurement and premises initiatives (e.g. to improve accessibility); and reduced travel, including to Member State conferences and summits. **Volatility in the overall funding landscape may undermine the financial stability of the RCS further, despite assessed resource commitments**. For instance, $100M of voluntary contributions are still required every year**. Ensuring adequate, predictable and sustainable funding remains essential for the RC system to be fully capacitated to support Member States in their ambitions for sustainable development.**

[15] A/RES/79/258.

VII. Conclusion

71. **With five years left to achieve the SDGs, the convening and coordination role of the RC system has never been more important. Resident Coordinators are at the forefront of accelerating support to countries – marshalling the UNCTs to guide policy, programmatic and operational support to those we serve. With constrained funding across the development system and urgent calls to scale up support to protect and accelerate the achievement of the SDGs, RCs are a critical lynchpin in effectively leveraging the UN toolkit to support countries in achieving their development priorities.**

72. **Six years on from the RC system repositioning, we continually reassess how we can improve upon delivering the mandates given by Member States.** As ever, we strive to ensure DCO remains well calibrated, ensuring the resources available for DCO are optimally allocated to best enable delivery of the SDG in accordance with national priorities. With an increased demand for the office to provide agile and surge support, we look to leverage the opportunities presented by UN 2.0, including the digital transformation, to tailor our supports to meet the needs of Member States.

73. **The remaining years of the 2030 Agenda must be matched by a renewed ambition for transformation on all fronts**. Over the course of the next year, UNSDG entities will be called upon to ensure effective support to Governments in global fora in 2025, including the upcoming Conference on Financing for Development and the Second World Summit for Social Development. The RC system will continue to draw on the UNSDG expertise, helping to shape global commitments, and translating them into country-level action. Continued support by Member States is critical to enable the UN development system, Resident Coordinators and their offices, and DCO to deliver in the manner expected.

Annex I – Overview of resources of the RC system special purpose trust fund

Overview of 2024 expenditures

The tables below provide information on the 2024 expenditures under the SPTF against the budgeted resources for the year. **By March 2025, $202.1M in funding[16] were recorded against the $281.8M budget for 2024.**

In 2024, 59% (or $166.8M) of the $281.8M budget was allocated for posts – about 90% of posts expenditure for RCs and RCO staff in countries. At country level, in 2024 there was a total of **1,149 core posts (1,151 in 2025), including 130 RCs[17]**. There were **41 core posts in the DCO regional teams** for Africa, Arab States, Asia-Pacific, ECA, and LAC and **95 core posts in New York** (comprising Executive Direction and Management, Global Coordination, and Programme Support, as presented in Table 3).

The remaining 41% of the budget in 2024 covered non-post costs. This included operating expenses (38%), contractual services (24%), consultants (20%), other staff costs (3%), travel (11%), supplies (1%), hospitality (1%) furniture and equipment (3%). A combined 70% of the budget lines for consultants and contractual services was provisioned for allocations to the Coordination Fund[18]. While the Coordination Fund has a ceiling of $35M each year, only $14.9M was available for the Coordination Fund in 2024 due to funding shortfalls.

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

Table 1
Financial resources by component
(Thousands of United States dollars)

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

[16] Including $21.9 million yet to be received in cash, as of March 2025.

[17] 10 "triple hatted" positions. i.e. RCs who are humanitarian coordinators as well as being DSRSG or Deputy Special Coordinator are included in various Peacekeeping and Special Political Missions' staffing tables in 2024-2025. These positions are currently funded through a cost-sharing arrangement (50%) with political and peacekeeping missions, pursuant to A/RES/59/296.

[18] A/RES/72/279, op 10. Based on Secretary-General's report A/72/684-E/2018/7, para 81.

Table 2
Financial resources by object of expenditure
(Thousands of United States dollars)

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

Table 3
Post resources by component for 2024

	Professional and higher									*General Service and related*		*National staff*		*Total*
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Subtotal*	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	
A. **Executive direction and management**	**–**	**1**	**1**	**–**	**5**	**3**	**4**	**–**	**14**	**2**	**1**	**–**	**–**	**17**
B. **Programme of work**														
1. Global coordination	–	–	–	2	10	25	13	–	50	–	3	–	–	53
2. Regional coordination	–	–	5	1	8	13	6	–	33	–	–	–	8	41
3. Country coordination	–	3	40	75	91	129	2	–	340	–	–	413	396	1149
Subtotal, B	**–**	**3**	**45**	**78**	**109**	**167**	**21**	**–**	**423**	**–**	**3**	**413**	**404**	**1243**
C. **Programme support**	–	–	–	1	3	11	3	–	18	6	1	–	–	25
Total	**–**	**4**	**46**	**78**	**117**	**181**	**28**	**–**	**455**	**8**	**5**	**413**	**404**	**1285**

Estimated and proposed financial requirements for 2025

With four sources of funding – voluntary contributions, UNSDG cost-sharing arrangement, 1% coordination levy and the commitment authority as per A/RES/79/258, **the 2025 RC system budget is maintained at the same $281.8M level as 2024.** It includes, however, cost-neutral redeployment of resources across budget classes, reflecting the adjustment of planning to actual requirements.

Table 4
Financial resources by component
(Thousands of United States dollars)

Component	*2024 expenditure*	*2024 estimate*	*Changes*		*2025 estimate*
			Total	*Percentage*	
A. Executive direction and management	4,426.0	4,663.6	1,133.0	24.29%	5,796.6
B. Programme of work					
1. Global coordination	13,129.8	14,971.4	3,015.1	20.14%	17,986.5
2. Regional coordination	9,556.5	10,328.7	817.5	7.91%	11,146.2
3. Country coordination	182,028.0	242,834.4	(3,541.7)	(1.46%)	239,292.7
Subtotal, B	**204,714.3**	**268,134.5**	**290.9**	**0.11%**	**268,425.4**
C. Programme support	5,786.0	9,028.3	(1,423.9)	(15.77%)	7,604.4
Total	**214,926.3**	**281,826.4**	0.0	0.00%	**281,826.4**

Table 5
Financial resources by object of expenditure
(Thousands of United States dollars)

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

Locally Mobilized Resources

In 2024, earmarked contributions received at country level for activities financed by third parties for functions that go beyond the core focus of the SPTF – such as supplementary coordination and advisory capacities – continued to be managed under the Locally Mobilized Resources (LMR) trust fund. A $8.4M budget was estimated for 2024, lower than the $9.2M level in 2023. The actual LMR expenditures recorded for 2024 was $6.9M. The 2025 LMR budget is estimated at $7.6M.

Annex II – RC system Results Framework

The following multi-annual results framework for the RC system is presented in compliance with A/RES/76/4 (OP 9). Baseline years vary according to data availability at the time of, or following, the reform of the RC system in 2019. Targets are set for reporting by the year 2025, against results achieved up to 2024, in line with the current QCPR cycle.

The RC system includes RCs and RCOs at the country level, and DCO. The RC system aims to ensure that the UN development system works together more effectively, efficiently and transparently, in support of national efforts to advance the 2030 Agenda and achieve the SDGs. In line with A/RES/72/279 on the UN development system repositioning, A/RES/75/233 (also known as the 2020 QCPR), and A/RES/76/4 on the RC system review, as well as ECOSOC resolutions following the annual Segment on Operational Activities for Development, the RC is the highest-ranking UN development system representative tasked to lead UNCTs[19]. The strengthened focus on independent, impartial and empowered coordination[20] leadership provided through the RC system is therefore a means to an end.

To enable effective and efficient collaboration of the UN development system at the country level and to facilitate tailored, integrated SDG policy and financing solutions to support host country Governments, the results of the RC system span two distinct dimensions. The first relates to the enabling environment created through investments directly in the RC system for robust structures and processes, including matching capacities and skillsets to country-specific settings; providing policy guidance for more coherent policy and programming responses through Common Country Analysis and Cooperation Frameworks; and enhancing accountability and transparency through UN Results Reports and common information platforms. The second relates to the functioning of UNCTs that plan, deliver and are more accountable jointly to national Governments. Ultimately, results are also measured in Governments' satisfaction with the offer received. This is why the indicators of this Framework include measurements of results achieved by RCs, RCOs and UNCTs alike, and Governments perceptions on their work.

The indicators included in this Framework draw from existing data sources, including the UNSDG Information Management System (IMS), UN INFO and the DESA surveys of RCs, UNCTs, UNDS entity headquarters and Country Governments.

The following is the response compliance in 2024 for these data sources:

- DESA survey of RCs: 100% (2024, 2023) vs. 95% (2022)
- DESA survey of host Governments: 75% (2024) vs. 73% (2023) and 66% (2022)
- DESA survey of UN development system entities' headquarters: 78% (2024) vs. 75% (2023) and 81% (2022)
- DESA survey of UNCTs: 62% (2024) vs. 44% (2023) and 38% (2022)
- UN INFO – UNSDG IMS survey: 100% RCOs (2024, 2023 and 2022)

[19] A/RES/72/279, OP 9.
[20] A/RES/72/279, OP 8.

Objective 1 – RC System Leadership

Outcome 1.1: Enhanced RC system leadership at country, regional and global levels advances the effectiveness of UN support for the implementation of the SDGs and the 2030 Agenda

Corporate Output	*Indicator*	*Baseline*	*2025 Target*	*2022 Results*	*2023 Results*	*2024 Results*	*Source*
1.1.1 Diverse and effective RCs with profiles and skillsets tailored to the needs of countries	% of RCs						
	- from programme countries	46%	58%	49%	55%	58%	DCO
	- who are women	50%	50%	50%	50%	53%	
		(2019)					
	% of RCs ad interim in post	18%	10%	11%	18%	8%	DCO
		(2019)					
	% of host Governments agreeing the RC has the right profile and skillsets to support their country's development (strongly agree and agree)	78%	95%	90%	91%	88%	DESA Gov Survey
		(2019)					
	% of host Governments stating that the RC effectively leads the UNCT's strategic support for national plans and priorities in (strongly agree and agree)						
	• LDCs	86%	90%	88%	92%	89%	DESA Gov Survey
	• LLDCs	77%	90%	88%	93%	85%	
	• SIDS	70%	90%	86%	82%	81%	
	• MICs	80%	90%	94%	92%	89%	
1.1.2 **Effective RCO capacities in support of UN development system efforts and impact in country**	% of RCOs fully staffed with core professional capacities	77%	90%	70%	50%	33%	DCO
		(2021)					
	% of RCOs that rate the support on DCO-led networks for knowledge sharing as 'good' in quality	49%	75%	63%	79%	80%	UNINFO IMS
		(2020)					
	% of UNCTs that rate the support by the RCO as "very effective" or "somewhat effective"	(2021)					
	• Strategic planning	90%	92%	90%	90%	94%	DESA UNCT Survey
	• Economic analysis and solutions	66%	92%	62%	79%	84%	
	• Data and results reporting	84%	92%	86%	84%	88%	
	• Communications and advocacy	87%	92%	87%	89%	88%	
	• Partnerships and Resource Mobilization	71%	92%	77%	71%	74%	
1.1.3 **Management and Accountability Framework implemented**	% of host Governments agreeing that, compared to before the reform, the RC displays strengthened or increased impartiality vis-à-vis UN entities (to a moderate and great extent)	59%	90%	80%	84%	89%	DESA Gov Survey
		(2019)					

	Rating of RCs' performance by UNCT members (on a scale from 1 to 7)[21]	5.8 (2020)	6	5.9	6	6.02	DCO
	% of RCs and UNCTs that state that the implementation of the MAF has improved in the last year (strongly agree and agree) • RCs • UNCTs	 84% (2021) 87% (2021)	 90% 90%	 84% 80%	 75% 51%[22]	 78% 56%[23]	DESA RC/UNCT Surveys
1.1.4 **Effective DCO support services provided to the UN development system**	% of UNSDG members that state DCO has effectively supported the entity's engagement with the UNSDG (strongly agree or agree)	86% (2021)	100%	90%	96%	94%	DESA UNDS HQ Survey
	% of relevant UNSDG members reporting that they complete the reform checklist and share with their governing body annually	N/A (new)	100%	-	56%	62%	DESA UNDS HQ Survey

Outcome 1.2: The RC system fosters a culture of accountability and transparency for development results towards countries and Member States.

Corporate Output	*Indicator*	*Baseline*	*2025 Target*	*2022 Results*	*2023 Results*	*2024 Results*	*Source*
1.2.1 Visible and transparent system-wide results	% of Cooperation Framework Joint Workplans in UNINFO published on the UNSDG data portal	66% (2021)	90%	81%	82%	92%	UNINFO
	% of annual UNCT Results Reports produced	64% (2019)	100%	100%	100%	100%	UNINFO IMS
	% of UNSDG members requiring their country programming to be reflected in the Joint Workplans of the Cooperation Framework (via UNINFO)	55% (2021)	90%	55%	68%	70%	DESA UNDS HQ Survey
1.2.2 Effective joint advocacy and communications	% of UNCTs with communication strategy aligned to the Cooperation Framework	81% (2019)	85%	91%	89%	95%	UNINFO IMS

[21] Based on RC Leadership Profile values, attributes, knowledge and competencies, including leading change, facilitating collective action, analyzing and identifying pathways for impact in complex environments, building trust, fostering innovation and driving results, with 1 meaning: almost never, and 7: always.
[22] 39% of UNCT respondents stated "too soon to tell" in 2023. This answer option was included in the DESA survey for the first time in 2023.
[23] 37% of UNCT respondents stated "too soon to tell" in 2024. This answer option was included in the DESA survey for the first time in 2023.

Objective 2 – Convening and partnerships to deliver SDG policy and financing solutions

Outcome 2.1: The RC system brings together global, regional and domestic assets to enable integrated, high-quality policy and programming for poverty eradication and SDG solutions.

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	2023 Results	2024 Results	Source
2.1.1 **Enhanced capacities for high quality SDG analysis and tailored programming responses**	% of Common Country Analysis that were updated in the last year	80% (2021)	95%	72%	74%	85%	DCO
	Average number of the following UNDS entities that are signatories of Cooperation Frameworks:	(2021)					
	- Entities with non-physical presence	5.1	7	5	5.9	6.1	UNINFO
	- Specialized agencies	5.1	7	5.4	6.1	6.1	IMS
	% of host Governments stating that the Cooperation Framework is aligned to their country's development needs and priorities (very closely and closely)	81% (2019)	95%	92%	94%	98%	DESA Gov Survey
	% of host Governments considering UN configuration in country to be adequately tailored to their needs and challenges (strongly agree and agree)	86% (2019)	90%	87%	87%	89%	DESA Gov Survey
	% of Cooperation Frameworks/UNDAFs that include cross-border initiatives	57% (2021)	67%	56%	64%	69%	UNINFO IMS
2.1.2 **Strengthened system-wide support to eradicate poverty and leave no-one behind**	% of country-level joint programmes [24] in UNCTs addressing the following sectors/themes						
	a) Poverty reduction and basic services[25]	a) 65% (2020)	90%	49%	46%	62%	UNINFO
	b) Economic transformation and financing for development[26]	b) 16% (2020)	60%	23%	22%	31%	IMS
	c) Gender equality and women's empowerment	c) 44% (2020)	80%	42%	44%	57%	
	d) Environmental sustainability[27] and disaster risk reduction	d) 17% (2021)	65%	13%	19%	24%	
	e) Leaving no-one behind[28]	e) 17% (2021)	65%	40%	49%	48%	
	f) Human rights[29]	f) 11% (2021)	40%	20%	17%	27%	

[24] 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 SDGs through more coherent and cross-sectoral approaches involving two or more UN entities in the UNCT, regardless of whether they are physically present or not (see also Guidance Note on a New Generation of Joint Programmes, DCO, 2022).

[25] Includes joint programmes for poverty eradication, zero hunger, good health and wellbeing, quality education, clean water and sanitation, and decent work.

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

[27] Includes joint programmes for affordable and clean energy, climate action, life below water and life on land.

[28] Includes joint programmes for youth engagement, disability inclusion, indigenous people and other people in vulnerable situations.

[29] In line with A/RES/75/233, OP 28.

2.1.3 **Enhanced data-driven and innovative solutions**	% of UNCTs providing data against agreed common indicators on the UN development system contribution to advancing the SDGs	N/A (new)	95%	15%	48%	52%	UNINFO
	% of RCOs reporting that use of innovative approaches[30] led to higher UNCT performance[31]	38% (2020)	60%	42%	37%	44%	DCO

Outcome 2.2: The RC system fosters strategic partnerships to enable integrated support for sustainable and predictable funding for the Cooperation Framework and SDG financing.

Corporate Output	*Indicator*	*Baseline*	*2025 Target*	*2022 Results*	*2023 Results*	*2024 Results*	*Source*
2.2.1 **Strengthened partnerships for SDG implementation and financing at all levels**	% of UNCTs that have IFI members/observers: • World Bank • IMF	(2021) 44% 21%	 60% 40%	 45% 24%	 71% 47%	 71% 49%	UNINFO IMS
	% of UNCTs that have entered into a formal partnership[33] with the private sector	65% (2021)	80%	60%	36%[32]	37%	UNINFO IMS
2.2.2 **Enhanced national SDG financing capacities**	% of UNCTs that provided support to Governments that requested the design and implementation of a national SDG financing strategy	79% (2021)	95%	97%	97%34	97%	UNINFO IMS
	% of Cooperation Frameworks developed in the last year with a multi-year funding framework	18% (2020)	90%	32%	22%	78%	UNINFO IMS
2.2.3 **Increased collective funding initiatives for UN integrated support to countries**	% of UNCTs with a joint funding/resource mobilization strategy	28% (2021)	50%	31%	61%	79%	UNINFO IMS
	% of UNCTs that successfully mobilized under RC leadership resources from global pooled funds	85% (2021)	90%	82%	82%[35]	70%	UNINFO IMS

[30] Innovative approaches span from behavioral shifts to technological solutions. The currently available measure of innovative approaches refers to AI, machine learning, behavioral science, big data, crowdsourcing, futures and foresight, gamification, mobile feedback mechanism, portfolio sensemaking, and real time monitoring.
[31] Defined as higher effectiveness, efficiency and/or utility for beneficiaries.
[32] In 2023, respondents were asked for the first time to respond positively only if a partnership had been formally defined by an MoU or similar agreement. When counting UNCTs that entered into both formal and informal partnerships with the private sector, the figure rises to 88%.
[33] Defined by Memorandum of Understanding or similar agreements.
[34] 2022 data.
[35] 2022 data.

Outcome 2.3: The RC system strengthens UN cross-pillar collaboration for enhanced programmatic integration and impact to strengthen prevention and durable solutions for the 2030 Agenda.

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	2023 Results	2024 Results	Source
2.3.1 **Strengthened synergies across development, humanitarian, and peacebuilding interventions**	% of host Governments (where there is a multi-hatted RC) agreeing that the RC displayed strengthened ability to serve as an entry point for easy access t o UN offer/ expertise across the UN system (strongly agree and agree)	62% (2019)	85%	82%	82%	95%	DESA Gov Survey
	% of UNCTs in mission settings that have a joint mission-UNCT structure/mechanism in place	56% (2021)	85%	84%	87%	87%	UNINFO IMS
	% of UNCTs that undertake with humanitarian actors, as relevant:						
	- Joint needs analysis	56% (2020)	65%	61%	63%	64%	UNINFO IMS
	- Complementary and joined-up planning	26% (2021)	65%	40%	60%	88%	

Outcome 2.4: The RC system engenders trust and inclusion of all development stakeholders in SDG implementation.

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	2023 Results	2024 Results	Source
2.4.1 **Joint dialogues with Governments to identify priorities and ensure effective UN response**	% UNCTs with a Joint National-UN Steering Committee that met at least once in the last 12 months	64% (2020)	95%	82%	82%	81%	UNINFO IMS
2.4.2 **Inclusive consultations and feedback loops with other development partners**	% of Cooperation Frameworks in the last year prepared in consultation with:					[36]	
	1. Parliamentarians	1. 53% 2020)	1. 60%	1. 22%	1. 29%	1. 30%	UNINFO IMS
	2. Civil society	2. 87% (2020)	2. 95%	2. 89%	2. 90%	2. 100%	
	3. Private sector	3. 77% (2020)	3. 90%	3. 68%	3. 63%	3. 100%	
	4. Universities/Academia	4. 63% (2020)	4. 70%	4. 51%	4. 46%	4. 60%	
	5. Development partners (bilateral and multilateral donors)	5. 67% (2020)	5. 90%	5. 89%	5. 86%	5. 100%	
	6. Women and girls	6. 29% (2021)	6. 95%	6. 70%	6. 44%	6. 80%	
	7. Youth	7. 46% (2021)	7. 80%	7. 70%	7. 70%	7. 80%	
	8. Persons with disabilities	8. 18% (2021)	8. 70%	8. 54%	8. 55%	8. 70%	
	9. Indigenous peoples	9. 14% (2021)	9. 20%	9. 19%	9. 19%	9. 20%	

[36] Calculated out of 10 countries that prepared a Cooperation Framework in 2024. 1. 30% (3/10); 2. 100% (10/10); 3. 100% (10/10); 4. 30% (3/10); 5. 80% (8/10); 6. 20% (2/10); 7. 80% (8/10); 8. 70% (7/10); 9. 20% (2/10).

Objective 3 – Management of the RC system

Outcome 3.1: The RC system ensures accountability and transparency for resources through solid management and oversight.

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	2023 Results	2024 Results	Source
3.1.1 **Strengthened resource mobilization to secure a sustainable funding base**	Total funding raised for the RC system (annually) - Voluntary contributions - 1% levy - UNSDG cost-sharing	$223M (annual) (2019)	$281M (annual)	$196M	$227.7M	$202.1M	DCO
	# of Member State contributors to the SPTF (annually)	34 (2019)	55	27	29	26	DCO
	# of Member States committed to multi-year contribution to SPTF	10 (2019)	30	9	9	10	DCO
3.1.2 **Effective and results-based management of the Special Purpose Trust Fund (SPTF) for the RC system**	% of SPTF annual utilization	78% (2019)	90%	80%	74%	74%	DCO
	Cash reserve balance at the end of the year	15% of budget reserve (2021)	15% of budget reserve	0%	0%	0%	DCO
3.1.3 **Accountable management planning and governance**	% of audit and evaluation recommendations addressed to DCO implemented by due date	32% (2021)	70%	43%	55%	80%	DCO

Outcome 3.2: RC system operations remain agile and fit-for-purpose.

Corporate Output	Indicator	Baseline	2025 Target	2022 Results	2023 Results	2024 Results	Source
3.2.1 **Quality services provided to RCs and RCOs**	% of RCOs that rate day-to-day support for RC/RCO operations by DCO regional teams as "good" or "adequate"	92% (2021)	95%	92%	95%	95%	UNINFO IMS
	% of RCOs that rate the administrative/operational support provided by DCO team in NY as "good" or "adequate"	80% (2021)	95%	86%	95%	94%	UNINFO IMS
3.2.2 **Effective human resources management that**	% of regular recruitments completed within the target time frame (120-days)	70% (2021)	95%	62%	52%	66%	DCO

meets the needs of the RC system							
3.2.3 **Strengthened enabling environment for the RC system**	# of host country agreements in place for RCOs and DCO	90 (2021)	138	104	115	117	DCO
	# of RCOs maintaining an updated Business Continuity Plan	130 (2020)	131	131	131	131	DCO

Outcome 3.3: Common UN approaches are facilitated to foster agile business operations and efficiencies across the UN system.

Corporate Output	*Indicator*	*Baseline*	*2025 Target*	*2022 Results*	*2023 Results*	*2024 Results*	*Source*
3.3.1 **Saved resources through system-wide efficiencies**	Cost-efficiencies accrued from system-wide and entity-specific reform initiatives (total)	$90M (2019)	$310M	$405M	$553M	$596M	DCO
3.3.2 **Business Operations Strategies** (BOS) implemented and monitored	% of UNCTs annually monitoring and updating BOS	60% (2020)	100%	95%	97%	98%	DCO
3.3.3 Back-office functions consolidated into **Common Back-offices** at country level	# of Common back-offices designed and approved following the reform	0 (2019)	50	0	1	4	DCO
3.3.4 Premises consolidated into **Common Premises**, effectively and efficiently	% of all UN premises that are Common Premises	19% (2019)	50%	30%	31%	32%	DCO

Outcome 3.4: The RC system ensures effective implementation of UN Secretariat-wide management strategies and action plans.

Corporate Output	*Indicator*	*Baseline*	*2025 Target*	*2022 Results*	*2023 Results*	*2024 Results*	*Source*
3.4.1 RCS's commitments **to gender parity, women empowerment** and **opportunities** met	% of indicators of the UN System-wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women for which DCO meets or exceeds targets	60% (2020)	95%	94%	88%	90%	DCO
3.4.2 **Effective monitoring and reporting of SG's policy on protection and response to sexual exploitation and abuse (SEA)**	% of RCs submitting End of Year Management Letter/Certification on protection from sexual exploitation and abuse and reporting of SEA allegations	80% (2021)	100%	85%	90%	90%	DCO
3.4.3 **UN Disability Inclusion Strategy (UNDIS) implemented**	% of UNDIS Entity Accountability Framework indicators that DCO meets or exceeds.	58% (2021)	90%	67%	75%	72%	DCO