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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

In 2018, Member States agreed to a vision for a stronger development coordination function to respond to the paradigm shift ushered in by the 2030 Agenda for Sustainable Development. Three years later, the implementation of that vision for a reinvigorated resident coordinator system, alongside a new generation of United Nations country teams is proving its value. Under stronger and more impartial leadership at all levels, the United Nations development system approached the coronavirus disease (COVID-19) crisis in emergency mode with a commitment to recovering better and delivering the Sustainable Development Goals during this decade of action for the Sustainable Development Goals. In fact, 91 per cent of programme country Governments indicate that the United Nations is more relevant to their countries' development needs when compared with three years ago, 88 per cent indicate that resident coordinators effectively lead United Nations country teams, up from 79 per cent only a year before, and 92 per cent report that resident coordinators have ensured a coherent United Nations response to the COVID-19 pandemic.

The reforms continue to mature, as does the new resident coordinator system, which remains central to a more impactful United Nations development system. The present report provides an overview of both achievements and challenges of the Development Coordination Office and the resident coordinator system, in tandem with the 2021 report of the Secretary-General on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. The report also includes a response to the request of the General Assembly in resolution [72/279](#) for the United Nations development system to report on the system-wide contribution to the Sustainable Development Goals, focusing on 2020 results from the collective response to the COVID-19 crisis. While this reporting will be strengthened



over time – as individual entities continue to harmonize and strengthen their data – this first-of-its-kind effort is a stepping stone in increasing transparency around what the system achieves, together, in support of the Goals.

The current report will also inform the report of the Secretary-General on the resident coordinator system review, as mandated by General Assembly resolution [72/279](#), in which he will comprehensively assess the progress made over the past three years, providing an opportunity to refine and adjust the trajectory of the resident coordinator system where necessary.

I. Introduction

1. Three years ago, Member States adopted bold reforms to the United Nations development system. At the heart of those reforms was a commitment to transform the United Nations development coordination function to unleash the system's full capacity to support countries on their path to achieving the transformational 2030 Agenda for Sustainable Development.

2. The first stress test of these reforms came earlier than foreseen. In 2020, the world was hit hard by the coronavirus disease (COVID-19) pandemic, which brought disruption and loss of lives and livelihoods, and made evident that humankind was inextricably connected and yet divided between those who have access to care, services and opportunities and those who are left behind. Even as we were still consolidating the new resident coordinator system, the boost in coordination capacities and more collaborative ways of working that had already taken place proved crucial. United Nations resident coordinators' leadership facilitates a strong, integrated response by United Nations country teams to support over 160 countries and territories to tackle the health, humanitarian and socioeconomic impacts, while setting the foundations for a better recovery grounded in the 2030 Agenda for Sustainable Development.

3. Guided by a robust United Nations framework for the immediate socioeconomic response to COVID-19, a dedicated coordination function with increased capacities and enhanced leadership at the country level offered clear entry points with Governments, more coherent positioning of the work of the United Nations and a stronger system response through effective United Nations country team working relationships. Resident coordinators drew upon the resources of the United Nations development system, with the World Health Organization (WHO), the Office for the Coordination of Humanitarian Affairs and the United Nations Development Programme (UNDP) as technical leads of the system's health, humanitarian and socioeconomic response efforts, respectively, and on the wider United Nations development system. For the first time, the United Nations development system was able to deliver in "emergency mode" – previously only witnessed on the humanitarian front. Results were facilitated by a swift system-wide effort to develop United Nations socioeconomic response plans, rapid repurposing and mobilization of resources and ensuring United Nations country team business continuity.

4. In hindsight, the COVID-19 response was not only a stress test for the reforms; it also served to accelerate the emergence of a new generation of United Nations country teams that are better equipped to address complex challenges through an integrated approach, making the most of the assets of the United Nations at all levels. United Nations socioeconomic response plans, put together by United Nations country teams working with Governments and stakeholders, took the system to a new level in joint planning and results. This experience echoes and reinforces a marked shift towards joint programming and planning grounded in country contexts, as evidenced in the new common country analyses, United Nations Sustainable Development Cooperation Frameworks and stronger collaboration across development, humanitarian and peacebuilding actors in complex country contexts. Similarly, we are seeing more integrated policy advice to help countries address intersecting vulnerabilities towards achieving the Sustainable Development Goals, drawing on United Nations capacities at all levels, regardless of physical presence in country, and, in some instances, on closer collaboration with international financial institutions and regional and subregional development institutions. In terms of increasing transparency and accountability, new tools, such as improved data portals and annual United Nations country team results reports, are helping to strengthen engagement with national Governments, Member States and other stakeholders.

Efforts continue to ensure more efficient operations and we are also seeing improvements in our ability to speak with one voice, demonstrating our joint and individual contributions.

5. Feedback from national Governments and Member States reinforced these findings. A survey of programme country Governments at the end of 2020 found a noteworthy increase in positive perceptions, with 88 per cent of programme countries finding that resident coordinators have effectively led United Nations country teams, up from 79 per cent only a year before, and 77 per cent reporting that the United Nations development system now works better together since the reform in 2018. In addition, 92 per cent say that resident coordinators have ensured a coherent United Nations response to the COVID-19 pandemic.

6. Data from surveys of United Nations entities also show a positive impression of the changes made, including increasing support for the empowered resident coordinator function and dual reporting lines: 12 entities recognize reporting obligations to the resident coordinator for planning, programme implementation and resource mobilization, 14 recognize their country representative's relationship vis-à-vis the resident coordinator in their representatives' job descriptions, and 17 have reported to their governing bodies on actions taken to address institutional bottlenecks and promote greater programmatic collaboration and coherence within United Nations country teams. Almost half of the respondents to a United Nations Children's Fund (UNICEF) survey of its country representatives reported an improvement in the strategic engagement of UNICEF with the resident coordinators and an increase in the ability of the resident coordinators to facilitate dialogue between the United Nations country team and the national Government and to pursue funding on behalf of the United Nations development system as a whole.¹

7. As Chair of the United Nations Sustainable Development Group, I am encouraged by these initial results. At the same time, ultimately, the United Nations development system must be judged on the concrete results that it delivers for people and planet. In response to paragraph 28 (a) of General Assembly resolution [72/279](#) and benefiting from the tools developed for the COVID-19 response, the present report seeks to capture for the first time the overall contribution of the United Nations development system to development results. Expectedly, in 2020 United Nations country team efforts across the globe were largely centred in the comprehensive response to the pandemic, with the health, humanitarian and socioeconomic responses coming together as a means of protecting Sustainable Development Goal gains, minimizing rollbacks and laying the foundations for an inclusive, sustainable and resilient recovery. The present report is therefore focused on collective results facilitated by the resident coordinator system and achieved by the United Nations development system through the United Nations socioeconomic response plans. Although this does not capture the full breadth of operational activities for development, it is a significant, first-of-its-kind effort to include aggregated data on results across United Nations country teams.

8. Overall, even though we have seen encouraging progress in delivering a reinvigorated resident coordinator system and in securing more and better results through the United Nations development system, real transformation demands that we go further to deliver on the promise of the 2030 Agenda – thrown further off track by the COVID-19 crisis. Continued efforts are required for a fundamental realignment and culture change in United Nations entities. In some instances, United Nations development system entities' business models are still to be fully aligned with the United Nations value proposition for the needed step change in our ability to deliver

¹ https://sites.unicef.org/about/execboard/files/2020-AS-UNDS-_Information_note-EN-2020.06.10.pdf.

an integrated response through the Cooperation Framework. Further refinements are also needed to maximize the effectiveness of the Development Coordination Office. In some contexts, United Nations country team composition has not yet fully adjusted to changing country needs, and we must still see a more decisive shift from individual smaller scale projects to more horizontal and integrated policy solutions or programmes commensurate with the ambition of the 2030 Agenda. The funding of the resident coordinator system is also not yet sustainable, especially considering the critical role that it plays today as an enabler of the United Nations development system. There is a need to invest in and champion a common data system and process for comprehensive Sustainable Development Goal reporting, building on the experience of using a shared COVID-19 response monitoring framework in the UN INFO platform.²

9. The reform of the United Nations development system is an investment in the system at large but, in time, it will also be seen as an investment in the effectiveness of every United Nations entity. I am grateful for the commitment and leadership shown by the Vice-Chair of the United Nations Sustainable Development Group and Administrator of UNDP, by all United Nations Sustainable Development Group Principals, our resident coordinators and teams at the regional and country levels, all of whom have worked tirelessly to respond to the impacts of this crisis on people's lives and livelihoods. This is a testament also to all the staff of the Development Coordination Office and their stewardship under the Assistant Secretary-General for Development Coordination.

10. I also commend Member States who continue to work towards the sustainable funding of the resident coordinator system and the broader shift in funding behaviour called for by the funding compact. We can see the benefits of the reforms playing out in the work that we are all undertaking and in the results to which we contribute. Understandably, for such a significant undertaking we must keep focused until the impact of the reforms has fully materialized. The resident coordinator system review that the Secretary-General is now undertaking provides an opportunity to reflect on any changes that are needed to course correct and reinforce the foundations of the reforms. Ultimately, the review will allow the membership to consider how to further consolidate the reforms to strengthen the ability of the United Nations development system to fully support countries in delivering improved outcomes for people and planet, during what must become a truly transformative decade of action for the Sustainable Development Goals.

II. Leadership for sustainable development results: building resident coordinator system capabilities for the 2030 Agenda for sustainable development and the COVID-19 response

11. A reinvigorated resident coordinator system is proving central to unlocking the full potential of the United Nations development system. During the COVID-19 global crisis, of historic magnitude, response efforts continued to further solidify the new system – resident coordinators, their offices and the regional and global support structures. Survey results provide encouraging evidence that these efforts are bearing fruit, while also pointing to areas where further improvements are needed.

² UN INFO allows United Nations country teams to collect, analyse and report on their Cooperation Framework workplans to advance the Sustainable Development Goals and the COVID-19 response, including programmes implemented at the national and local levels, available resources and partners engaged for the Goals.

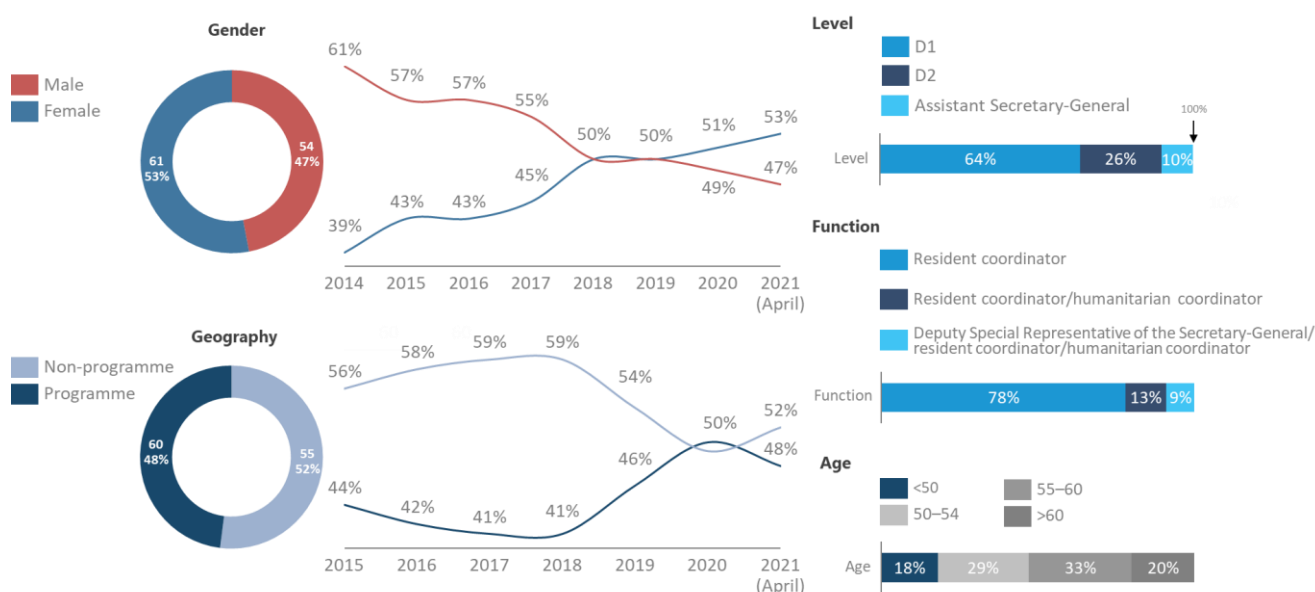
A. Resident coordinator leadership to lift United Nations country team support for the Sustainable Development Goals

Resident coordinators

12. In deciding to reinvigorate the resident coordinator system, Member States requested the Secretary-General to put in place a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the United Nations development system and to strengthen the authority and leadership of resident coordinators over United Nations country teams.

13. As at 1 April 2021, more than one third of resident coordinator posts had turned over since the shift of the resident coordinator system to the Secretariat in 2019, providing a first opportunity to diversify and bring new talent to the resident coordinator ranks. In 2020, the Development Coordination Office supported the Secretary-General in filling 41 resident coordinator posts, twice as many as in 2018, including five Deputy Special Representative of the Secretary-General/resident coordinator/humanitarian coordinator positions in integrated mission settings. In this process, 23 new resident coordinators were deployed. As figure I shows, diversity has notably improved, particularly in terms of gender and geographic balance – oscillating in view of constant movements of resident coordinators, but continuously close to a 50/50 benchmark. As at April 2021, 52 per cent of resident coordinators were female (compared with 50 per cent in 2019), 48 per cent from programme countries (46 per cent in 2019), and they represented 58 nationalities (54 in 2019).

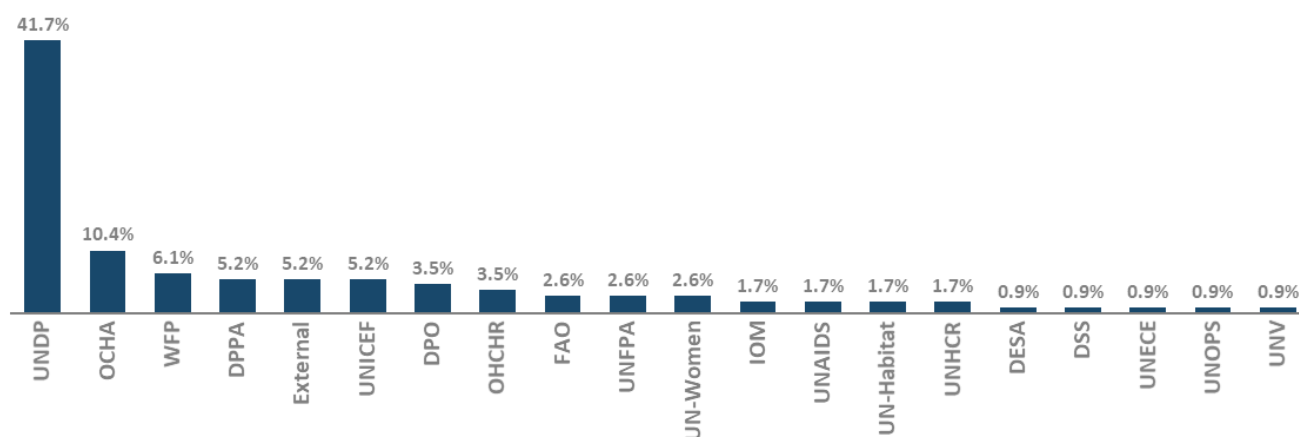
Figure I
Resident coordinator recruitment status as at April 2021



Source: Development Coordination Office, 2021.

14. As figure II shows, today resident coordinators come from 19 United Nations entities (compared with 16 in 2019), with 6 from outside the United Nations (2 in 2019). Resident coordinators increasingly bring experience and expertise from a variety of backgrounds in United Nations entities, Governments and civil society.

Figure II
Resident coordinator agency of origin



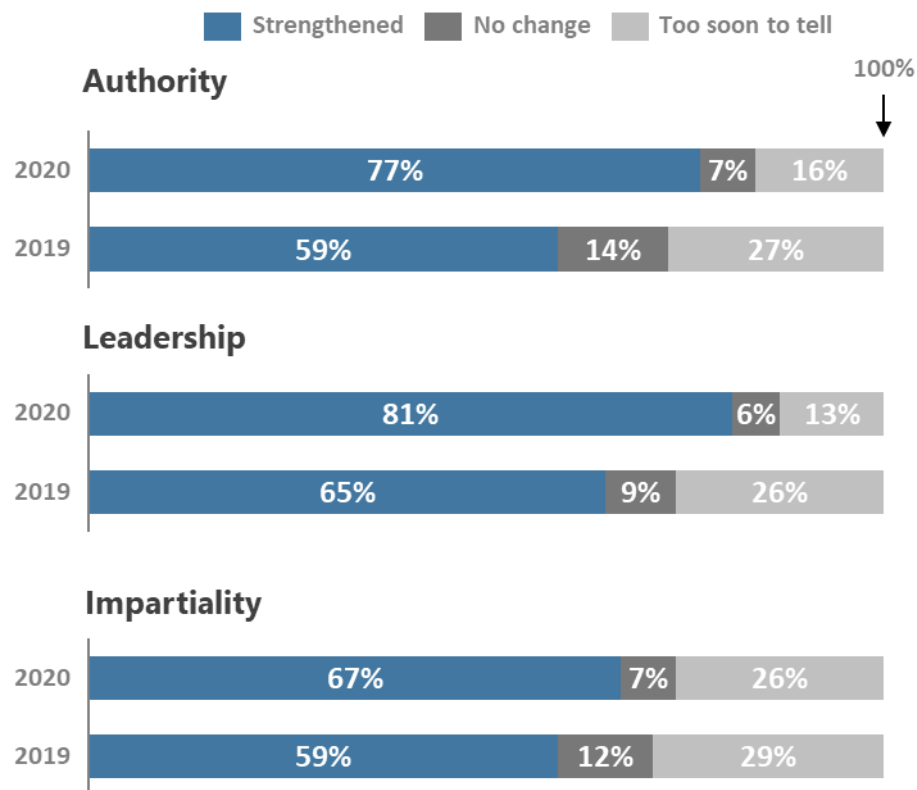
Source: Development Coordination Office, 2021.

Abbreviations: DESA, Department of Economic and Social Affairs; DPO, Department of Peace Operations; DPPA, Department of Political and Peacebuilding Affairs; DSS, Department of Safety and Security; ECE, Economic Commission for Europe; FAO, Food and Agriculture Organization of the United Nations; IOM, International Organization for Migration; OCHA, Office for the Coordination of Humanitarian Affairs; OHCHR, Office of the United Nations High Commissioner for Human Rights; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNDP, United Nations Development Programme; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNOPS, United Nations Office for Project Services; UNV, United Nations Volunteers; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; WFP, World Food Programme.

15. Significant measures were taken in 2020, including with contributions from United Nations development system entities, to ensure that resident coordinators possess the attributes, values and competencies required to respond to country specificities and live up to the expectations of national Governments on sustainable development. The Resident Coordinator Assessment Centre was fully redesigned and aligned with the resident coordinator leadership profile, with a stronger emphasis on development credentials; a first edition was held virtually in November 2020, and a total of 42 new members were added to the resident coordinator pool. The Development Coordination Office supported first-time resident coordinators and those rotating to new postings with in-briefing programmes, individual executive coaching and six months of mentoring for first-time resident coordinators. A certification on the Sustainable Development Goals (the "Sustainable Development Goal primer") is now mandatory for resident coordinators, and will soon be mandatory for resident coordinator candidates. A third annual global meeting of the Secretary-General with resident coordinators was held virtually, providing an opportunity to discuss, reflect and exchange across regions and to reinforce the Secretary-General's expectations.

Figure III

Compared with before 1 January 2019, which marks the start of the reform, in relation to United Nations entities, to what extent has the resident coordinator displayed strengthened/increased:



Source: Department of Economic and Social Affairs survey of programme country Governments, 2020.

16. Programme country Governments provided positive feedback on resident coordinators' and United Nations country teams' role, capacities and skill sets (see figure III). Totals of 88 per cent and 85 per cent reported that resident coordinators and United Nations country teams, respectively, have the right profile, capacities and skill sets to support their countries' development. A total of 79 per cent also noted that resident coordinators have sufficient prerogative to fulfil their mandate, compared with 71 per cent in 2019. I welcome this feedback, especially considering our primary accountability for results to host countries and the people that we serve on the ground.

17. Improvements were made to the appraisal of resident coordinators' and United Nations country teams' performance, to strengthen resident coordinator system accountability. In 2020, the Secretary-General appraised resident coordinators for the first time, in a robust assessment process that included feedback from stakeholders, including United Nations Sustainable Development Group regional directors. Moving forward, an integrated system is being devised to appraise the performance of resident coordinators who also carry out the functions of humanitarian coordinator and Deputy Special Representative of the Secretary-General in field operations. In line with the system of dual reporting lines established by the General Assembly, resident coordinators have already been included as additional supervisors in the performance

appraisals of 18 United Nations country team entities.³ This number is expected to reach 100 per cent of United Nations country team entities by the end of 2021. As an example of the engagement of United Nations entities in these processes, a new resident coordinator peer feedback tool was rolled out to gather feedback from United Nations country team members on resident coordinator leadership. Such feedback will inform the 2020 resident coordinator performance appraisals.

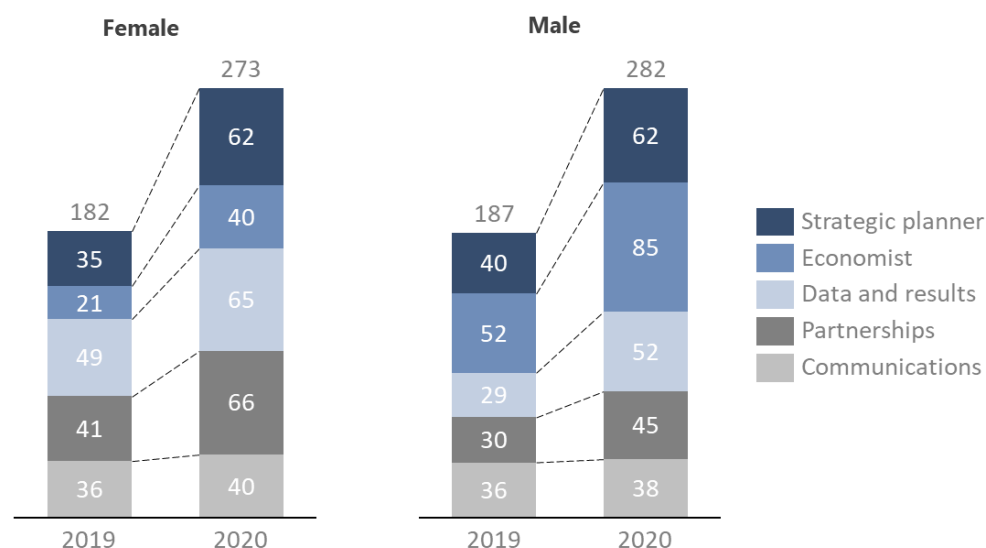
18. Ensuring that the resident coordinator pool continues to attract and retain the best talent remains a priority. Expanding career opportunities for those choosing the resident coordinator path is an important step in this regard. At present, however, resident coordinators wishing to return to their agency of origin find themselves with limited career options and resident coordinator movements to other United Nations entities, including in the Secretariat, remain rare. In 2020, the Development Coordination Office offered career guidance to resident coordinators, and the Secretary-General is looking at possibilities that could help broaden career paths. A resident coordinator/Humanitarian Coordinator talent pipeline was launched to identify and prepare candidates for the resident coordinator track, both external and internal to the United Nations system. This effort will also help to ensure a more proactive approach to talent management and will cover existing gaps in profiles required in specific country contexts.

Resident coordinator offices

19. Significant progress has been made in ensuring a core coordination capacity in all resident coordinator offices, moving away from the ad hoc practices that marked the coordination system before the reforms. As at January 2021, most resident coordinator offices had recruited their five core positions covering: strategic planning; economics; data management and results reporting; partnership and development finance; and communications and advocacy; as well as additional coordination specialists in multi-country offices. This has ensured a strong core of expertise needed for the resident coordinators to lead United Nations country teams and engage credibly with Governments. Across 132 resident coordinator offices, 565 recruitments were completed, up from 369 in March 2020; this includes 199 international officers (46 per cent from programme countries) and 366 national officers. Gender parity was reached among the 565 resident coordinator office professional staff, and gender representation increased across resident coordinator office core functions (see figure IV). Efforts to recruit candidates with disabilities are ongoing. UNDP continued to support national officer recruitment, while also continuing to provide procurement services to resident coordinator offices.

³ Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), International Labour Organization (ILO), International Organization for Migration (IOM), Joint United Nations Programme on HIV/AIDS (UNAIDS), Office of the United Nations High Commissioner for Human Rights (OHCHR), Office of the United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-Habitat), United Nations Industrial Development Organization (UNIDO), United Nations Office for Project Services (UNOPS), United Nations Office on Drugs and Crime (UNODC), United Nations Population Fund (UNFPA), World Food Programme (WFP).

Figure IV
**Growth in staffing and gender balance across resident coordinator office
 core functions**



Source: United Nations Sustainable Development Group Information Management System, 2020.

20. The reform investment in essential capacities standardized across all resident coordinator offices, as well as numerous training and peer-to-peer initiatives launched over the past year, have been a critical foundation for effective coordination at the country level. Resident coordinator offices were able to contribute to more coherent United Nations country team analysis, programming and partnerships and to monitor and communicate progress towards results achieved. For example, several resident coordinators reported that economists have been game changers in increasing the focus by United Nations country teams on issues of economic transformation and Sustainable Development Goal financing, working closely not only with United Nations country team counterparts but also with entities such as the Department of Economic and Social Affairs (DESA), the International Trade Centre (ITC) and the United Nations Conference on Trade and Development (UNCTAD), as well as international financial institutions, not present in country. This was the case, for example, in Bangladesh, Bosnia and Herzegovina, Egypt, Jordan, Lebanon, Maldives, Mozambique and the Sudan. However, resident coordinator office capacities are still maturing and vary considerably. We will continue to strengthen resident coordinator office capabilities, networking them within and outside resident coordinator offices, linking to existing United Nations development system assets and expertise throughout the United Nations development system at all levels.

21. Resident coordinator offices also benefited from additional capacities deployed by the United Nations system in response to specific country contexts. Peace and Development Advisers – part of a joint programme with UNDP and the Department of Political and Peacebuilding Affairs – were deployed in more than 80 countries in support of the efforts of resident coordinators and United Nations country teams to sustain peace. Human Rights Advisers provided by the Office of the United Nations High Commissioner for Human Rights (OHCHR) supported resident coordinators and United Nations country teams in 43 countries, including by integrating a human rights perspective in common country analyses and Cooperation Frameworks. Gender Advisers were present in 13 resident coordinator offices to strengthen United Nations country team efforts for gender equality and women's empowerment. Sixty-two

countries have United Nations entity capacity embedded in resident coordinator offices and/or a United Nations country team entity (36 resident coordinator offices alone), to maximize the reach of entities with no physical presence.

B. Coordination capacities at the regional level to support the resident coordinator system

22. Closely located with major clusters of partners, regional teams of the Development Coordination Office are now fully operational, having reached full capacity (64 per cent female). Over the past year, we have seen good progress in the ability of these teams to deliver more effective support to resident coordinators and United Nations country teams through strengthened regional coordination and engagement of regional partners.

23. Several steps have been taken to deliver on the primary focus of regional teams of the Development Coordination Office, namely, to back resident coordinators and United Nations country teams. Directors of the regional teams of the Development Coordination Office now chair meetings in the regions dedicated to support and provide quality assurance for United Nations country teams preparing new common country analyses and Cooperation Frameworks. In 2020, they also provided support for the preparation of United Nations socioeconomic response plans, including by connecting expertise within and outside the United Nations. This contributed to better quality analysis and programming, stronger resident coordinator positioning of an integrated United Nations response and increased engagement of stakeholders. Regional teams of the Development Coordination Office support in Asia Pacific, Arab States and Europe, for example, helped to articulate and mainstream climate change in common country analyses and Cooperation Frameworks. In the Asia-Pacific region, the Development Coordination Office and the Economic and Social Commission for Asia and the Pacific (ESCAP) jointly mobilized financial contributions from over 30 Bangkok-based entities to offer resources and expertise to United Nations country teams through a newly created knowledge management hub. In Latin America and the Caribbean, the Development Coordination Office convened a strategic dialogue between the private sector and the resident coordinators to increase engagement of businesses in the national responses to the COVID-19 crisis. Regional teams of the Development Coordination Office also engaged in supporting system-wide staff well-being efforts, providing timely advice and support to resident coordinators and resident coordinator offices on COVID-related duty of care and medical evacuations.

24. Regional Development Coordination Office teams have also collaborated with the wider United Nations teams in regions to step up analysis, assessments, programming and partnership efforts at the regional and subregional levels. In Africa, for example, the Development Coordination Office regional team provided coordination and implementation support for and facilitated resident coordinator participation in the United Nations integrated strategy for the Sahel, the comprehensive regional prevention strategy for the Horn of Africa, and the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region. In Latin America and the Caribbean, the Development Coordination Office supported resident coordinators and United Nations country teams in El Salvador, Honduras, Guatemala and Mexico with regard to the Comprehensive Development Plan for Central America, coordinated by the Economic Commission for Latin America and the Caribbean (ECLAC). In Europe and Central Asia, the Development Coordination Office provided support to the resident coordinators on the implementation of the United Nations action plan for the Western Balkans, in consultation with the Department of Political and Peacebuilding

Affairs-Department of Peace Operations and UNDP and also coordinated a regional risk and resilience assessment on the Fergana Valley and Central Asia border areas with Afghanistan.

25. In addition, regional teams of the Development Coordination Office are directly engaged in supporting the roll-out of the regional United Nations development system reform, under my direct oversight and the overall leadership of the executive secretary of each regional economic and social commission and the UNDP regional director. Jointly with the regional economic and social commissions and UNDP, the Development Coordination Office provided secretariat support to the new regional collaborative platforms, supporting the vice-chairs of the platforms in the new architecture, including for the set-up of issue-based coalitions to tackle priority regional concerns. Regional teams also contributed to implementing reform mandates, connecting the global and country levels. For example, regional Development Coordination Office teams supported the roll-out of measures to support more efficient operations, with Development Coordination Office teams in Latin America and the Caribbean and Europe and Central Asia – where 15 and 17 United Nations country teams, respectively, adopted new business operations strategies.

26. Overall, 94 per cent of resident coordinator offices rated Development Coordination Office regional support in 2020 as appropriate or very appropriate, particularly in facilitating knowledge-sharing, building capacity, providing quality assurance and guiding the implementation of the reforms. However, there remains scope for improvement. Regional development coordination offices are characterized by varying maturity levels, capacities and partnerships. Feedback from resident coordinators and resident coordinator offices varies across regions on the management and support that they receive from regional teams of the Development Coordination Office. In addition, regional Development Coordination Office teams are still finding their place and roles vis-à-vis regional economic and social commissions, UNDP and United Nations agencies in regions in the new regional architecture. The implementation experience of new regional capacities will undergo continuous review and will inform the resident coordinator system review.

C. Global support of the United Nations development system

27. As the COVID-19 crisis took hold, United Nations Sustainable Development Group principals came together to ensure that the Development Coordination Office could leverage its full capacities to support and enable the response of the resident coordinator system and the United Nations development system at large, to ensure business continuity and use the COVID response to recover better, accelerating Sustainable Development Goal progress on the ground and further rooting the reforms.

28. In March 2020, the Secretary-General put forward a comprehensive approach to respond to the health and socioeconomic impacts of COVID-19. This was promptly followed by the United Nations framework for the immediate socioeconomic response to COVID-19, corresponding guidance for the development of United Nations socioeconomic response plans and an indicator framework to monitor United Nations country team results under the co-convening of UNDP and the Development Coordination Office. Information to support resident coordinators and United Nations country teams in their response activities was shared through daily digests and weekly webinars. At the same time, strengthened medical and isolation capacity for United Nations country teams was put in place, enabling United Nations staff to stay on the ground and deliver, with business continuity plans activated across 130 resident coordinator offices by May 2020.

29. In parallel, efforts continued to improve coordination with regard to country-level planning, programming and reporting. The United Nations Sustainable Development Group supplemental guidance (“companion package”) on the Cooperation Framework was finalized and launched. The Development Coordination Office engaged regularly through formal and informal channels with key agencies, funds and programmes to streamline the preparation of quality Cooperation Frameworks, working closely with regional teams of the Development Coordination Office. It also continued to support the United Nations Sustainable Development Group and myself, as its Chair, in the roll-out of the remaining United Nations development system reform mandates on the regional and the multi-country office reviews.

30. In addition, the Development Coordination Office continued to support the United Nations Sustainable Development Group’s ambitious efforts to deliver more efficient operations. The shift from UNDP services to providers in the Secretariat continued apace, completing the transition of the resident coordinator system. In December 2020, the Development Coordination Office and the Department of Operational Support signed a regional service-level agreement with five regional service providers (ECLAC, ESCAP, the Economic and Social Commission for Western Asia (ESCWA), the United Nations Office at Geneva and the United Nations Office at Nairobi) to provide international travel, high-value procurement and consultant and international contractor support; they also signed a global service-level agreement with the Global Service Centre in Brindisi, Italy, to support asset management and another with the United Nations Office at Nairobi to support human resources administration and financial transactions. Sixteen resident coordinator offices took part in an in-situ pilot project to receive location-dependent services from Secretariat providers with a physical presence in their countries. The remaining 115 resident coordinator offices will begin to receive international travel services by the five regional service providers as of July 2021. Furthermore, building on the strong foundations laid by the Business Innovations Group of the United Nations Sustainable Development Group, the Development Coordination Office will facilitate inter-agency implementation of efficiency commitments on business operations strategies, common back offices and common premises. An inter-agency task team is working to establish clearer parameters and methodologies for advancing efficiencies that can be attributed to inter-agency, bilateral and agency initiatives in the context of the reforms. The progress made, as well as the challenges that we continue to address, are outlined in greater detail in the report of the Secretary-General on the implementation of General Assembly resolution [75/233](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system ([A/76/75-E/2021/57](#)).

31. Another area that saw increased activity in 2020 was inter-agency collaboration on key priorities. In 2020, the Development Coordination Office supported a review of the United Nations Sustainable Development Group, resulting in improved support for whole-of-system priorities, in line with the quadrennial comprehensive policy review of operational activities for development of the United Nations system and other intergovernmental frameworks. As part of the joint secretariat of the Joint Steering Committee to advance Humanitarian and Development Collaboration, the Development Coordination Office supported efforts to strengthen synergies across development, humanitarian and peacebuilding actions in eight priority countries, for example advancing concrete collaboration between the United Nations country team and the United Nations Integrated Transition Assistance Mission in the Sudan. Considerable efforts were also undertaken to advance the implementation by United Nations country teams of Secretary-General initiatives on disability, youth, gender parity, climate action, data and Sustainable Development Goal financing.

32. The Development Coordination Office also helped to facilitate United Nations development system engagement with Member States to communicate results, track the implementation of funding compact commitments and strengthen partnerships for voluntary contributions, to help mobilize resources for the resident coordinator system and strengthen the quality of funding for the United Nations development system (see figure V).

Figure V

During 2020, the United Nations Development Coordination Office has effectively supported your entity's engagement with the:



Source: Department of Economic and Social Affairs survey of Headquarters entities, 2020.

33. By end March 2021, the Development Coordination Office at Headquarters was almost fully staffed, with 67 of 68 staff on board (62 per cent female and 53 per cent staff from programme countries). In line with the United Nations Disability Inclusion Strategy, Development Coordination Office job listings are aimed at recruiting persons living with disabilities, with a small Development Coordination Office fund set up to enable reasonable accommodation for disabilities of applicants, new hires or current staff.

34. Two years on from its establishment, it is encouraging to see that more than 90 per cent of resident coordinators/resident coordinator offices considered the support received from the Development Coordination Office New York in 2020 to be “very appropriate” or “appropriate”.⁴ The most positive ratings were for change management and information on United Nations development system repositioning, common country analysis and Cooperation Framework processes, as well as communications and advocacy. At the same time, areas for improvement include continued alignment across all entities of the United Nations development system to the new relationships and accountability within United Nations country teams, as set out in the Management and Accountability Framework in line with resolution 72/279; securing greater clarity on issues of oversight and performance management; addressing career planning and support issues; ensuring more effective United Nations country team configuration processes; and increasing administrative support. Resident coordinators also report that requests from United Nations processes continue to outstrip their offices’ capacities. The resident coordinator system review will enable a deeper analysis of such challenges, identify ways to reduce process burdens and consider the broader set-up and performance of the Development Coordination Office.

⁴ United Nations Sustainable Development Group Information Management System, 2020.

III. Integrated and effective responses: the contribution of the United Nations development system to advancing the Sustainable Development Goals, including through the COVID-19 response and recovery efforts

35. In 2020, the benefits of efforts to strengthen the resident coordinator system at the country, regional and global levels are becoming more visible in the integrated and effective responses by United Nations country teams to priorities and needs of programme countries.

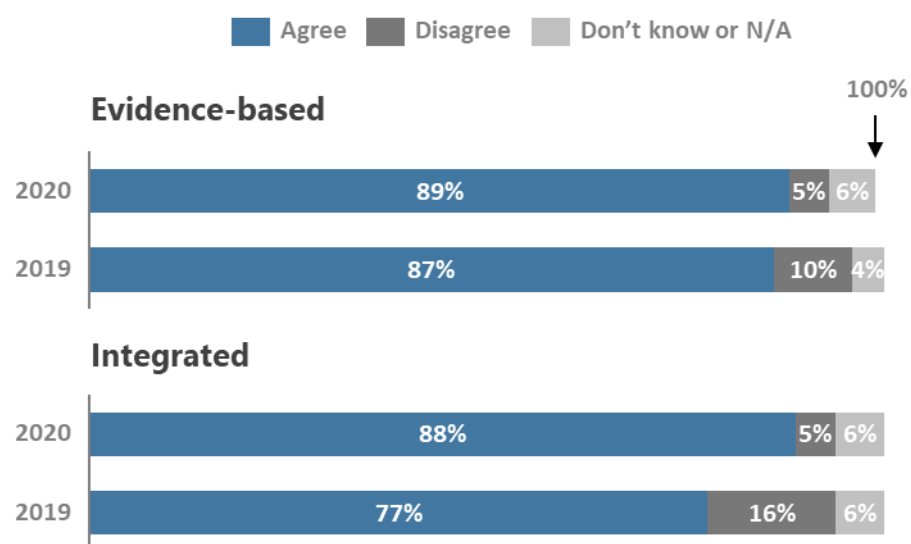
36. Progress can be seen in the common country analyses and the Cooperation Frameworks, particularly in terms of expanding the range of expertise available throughout United Nations country teams, in improving efforts to leave no one behind and in adopting more innovative approaches. With the onset of the pandemic, however, the United Nations development system moved quickly to advance an emergency response to the socioeconomic impacts of the crisis. A strong effort was made to ensure full alignment between United Nations socioeconomic response plans and the 2030 Agenda, and the results achieved under the United Nations socioeconomic response plans are captured below as a first step towards reporting on the full contribution of the United Nations development system to the implementation of the Sustainable Development Goals.

A. More integrated and effective United Nations country team responses that leave no one behind

37. Over the past year, the reinvigorated resident coordinator system has enabled United Nations country teams to strengthen joint planning and programming and better draw on relevant expertise from across the system to tackle complex, interconnected problems – replacing sectoral approaches to better support countries to achieve the Sustainable Development Goals. Ninety-one per cent of programme country Governments report that the relevance of the United Nations in their country's development needs has changed in the past three years, since the reform kicked in, with better and more integrated advice and adequate presence.

38. Implementation of new Cooperation Frameworks began in 11 countries in 2020. With an additional 32 for implementation this year, well over half of United Nations country teams (57 per cent) will have replaced the previous United Nations Development Assistance Frameworks by the end of 2021. A dashboard on the implementation status of Cooperation Frameworks in every country is available on the United Nations Sustainable Development Group website, which now includes a new section in support of governing-board review of entity-specific country programmes.

Figure VI
To what extent does your country agree or disagree that the United Nations adequately provides policy advice that is:



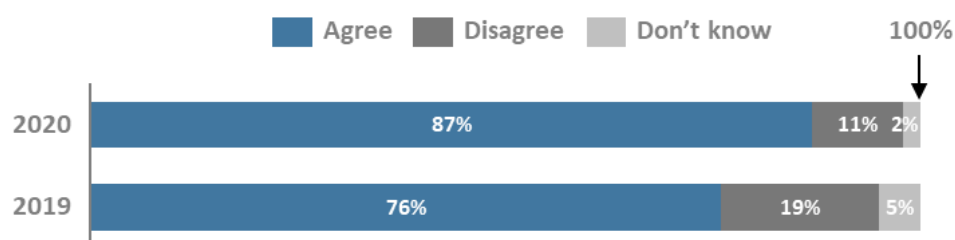
Source: Department of Economic and Social Affairs survey of programme country Governments, 2020.

Abbreviation: N/A, not applicable.

39. New common country analyses and Cooperation Frameworks increasingly demonstrate a stronger integrated response to national Sustainable Development Goal challenges, particularly through more and better policy support (see figure VI), and wider engagement of development partners. In Uganda, for example, the United Nations country team configuration dialogue saw an increase in signatory agencies of the Cooperation Framework to 29 (from 18 in the previous United Nations Development Assistance Framework cycle) demonstrating a commitment by the system to work under the Cooperation Framework umbrella, regardless of physical presence in country. Seventy-one per cent of United Nations country teams reported that capacities were drawn from across the United Nations system to develop and/or update a new common country analysis. This is part of a wider, encouraging trend: regional economic and social commissions are now fully fledged members of 49 United Nations country teams, up 9 from 40 in 2019; the World Bank and the International Monetary Fund are members of 53 and 28 United Nations country teams and signed 12 and 4 Cooperation Frameworks/United Nations Development Assistance Frameworks, respectively. More and better access to relevant technical capacities is vital for tailored support in countries, and Governments have noted these improvements, as shown in figure VII.

Figure VII

United Nations presence is adequately tailored for meeting the specific challenges of the country



Source: DESA survey of programme country Governments, 2020.

40. Synergies between development, humanitarian and peacebuilding interventions, in countries or situations at risk or affected by crises, were also strengthened. For example, United Nations country team engagement with the Secretary-General's Peacebuilding Fund, leveraged – in 2020 alone – investments of \$51.4 million in 26 projects, with a focus on the Sahel. In Burkina Faso, nearly 2,000 civilians received free health care at military health centres. In Guinea, 160 youth and 800 women were provided training on leadership, electoral processes and conflict resolution, while 500 vulnerable youth benefited from quick-impact livelihood opportunities to dissuade them from becoming involved in violence. In Nigeria, institutional capacity was built to promote peaceful relations through an approach that advances women's rights, securing a national budget line to implement the women and peace and security agenda.

41. Increased integrated policy support and thought leadership has served to respond to specific country needs, including by tackling cross-border and regional challenges. At the request of respective Governments, resident coordinators in Brazil, Colombia and Peru brought national authorities and United Nations country teams together in a cross-border initiative to address the COVID-19 impact in the Amazon region, supporting local authorities to deliver health, legal and socioeconomic assistance to migrants, refugees and indigenous people, especially women. The resident coordinators in Barbados and Samoa have been leading an initiative to develop a multidimensional vulnerability index to move beyond gross domestic product (GDP) as a measure of development needs and consider the unique challenges faced by small island developing States (SIDS), as called for in the SIDS Accelerated Modalities of Action (SAMOA) Pathway, working with partners in and outside the United Nations system.

42. United Nations country teams have also strengthened their focus on the most vulnerable groups and those left behind. In all Cooperation Frameworks and United Nations socioeconomic response plans developed in 2020, such populations are identified more clearly and are increasingly involved in the programme design process. Most programme country Governments perceive the COVID-19 response as targeted towards at-risk groups (84 per cent) and sufficiently coherent with the Cooperation Framework/United Nations Development Assistance Frameworks (81 per cent) and the humanitarian response plans (84 per cent). United Nations country teams have also begun reporting on their support for gender equality and women's empowerment, youth and disability inclusion through new corporate scorecards.

43. Progress has been made in advancing gender equality and women's empowerment, while also addressing violence against women. Gender equality and

women's empowerment are better mainstreamed in Cooperation Frameworks, for example those of Cuba, Ethiopia, Paraguay and Uzbekistan. The Cooperation Framework preparation process in Bangladesh helped to inform gender priorities in the Government's five-year plan. United Nations support helped to increase services for victims of gender-based violence. For example, in Mauritius, the United Nations supported a "panic button" phone app to connect women facing violence with the authorities, benefiting one in four women; and, in Kenya, the volume of calls to a United Nations-backed gender-based violence hotline increased fourfold as compared with the previous year, providing vital support not only to women, but also to men and children. The United Nations development system also increased investment in women's organizations to provide support services at the local level (as in Brazil, India, Kosovo and the Republic of Moldova), for women's participation in local governance (as in the Central African Republic, Nepal, the Syrian Arab Republic and Ukraine), for access to justice for survivors of gender-based violence (as in South Sudan, Turkey and Zimbabwe), including amendment to the criminal code (as in Kosovo). The Spotlight Initiative redirected more than \$21 million to address the uptick in domestic violence during lockdown, shifted some programme activities and survivor support services online and secured additional personal protective equipment for women's shelters.

44. The results of the first youth scorecard reporting on the United Nations Youth Strategy (Youth2030) indicated progress across a range of priority areas, with United Nations country teams working with Governments and advocating for and with youth. It demonstrated, however, the need for improvements, particularly in terms of United Nations country teams' ability to work with young people. To accelerate progress, the Development Coordination Office is working closely with the Office of the Secretary-General's Envoy on Youth on a United Nations country team information and policy support package to support Youth2030 strategy implementation. The United Nations country teams in Bangladesh, Costa Rica, Ethiopia, Ghana, Jordan, Morocco, Niger, Sierra Leone, Uganda and Uzbekistan are piloting the roll-out of the strategy and will also field test and fine-tune implementation.

45. Similarly, the results of the first analysis on the implementation of the United Nations Disability Inclusion Strategy are notable. For example, in Zimbabwe, the United Nations country team supported the Government on disability inclusion, resulting in improved offer of services by the justice system and on sexual and reproductive health rights for women and girls with disabilities. The Parliament of Georgia adopted a law on the rights of persons with disabilities, backed by the United Nations country team working in close collaboration with persons with disabilities through a joint programme under the Joint Sustainable Development Goals Fund. In Guatemala, the United Nations country team worked with authorities to ensure that people with disabilities were included in the national plan to mitigate the effects of COVID-19. These examples must be built on over the course of the next year.

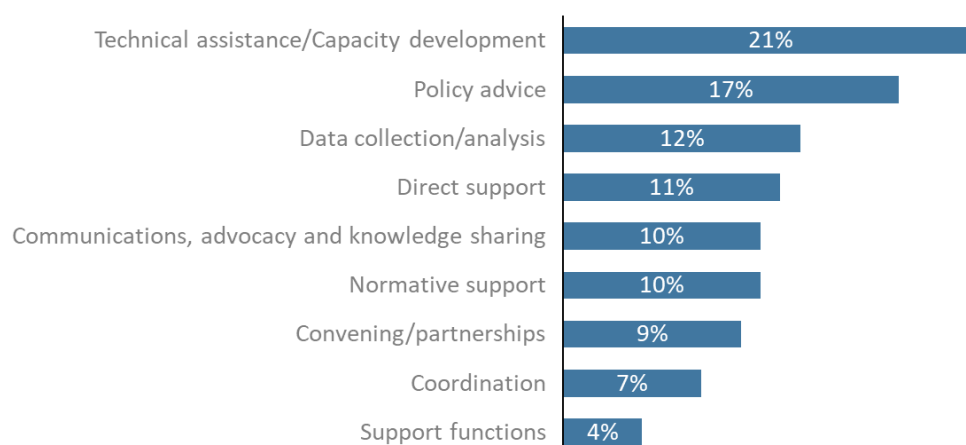
46. Indigenous peoples were also increasingly involved in finding solutions to the issues that affect them, including in response to the compounding risks of COVID-19 and climate change. These efforts include strengthening national data capacities to ensure greater visibility of and response to indigenous peoples and the challenges that they face. For example, in Ecuador, the United Nations country team developed strategic lines of actions on issues such as the empowerment of indigenous women in the Amazon region and the strengthening of indigenous food systems. In Costa Rica, the United Nations country team promoted new partnerships to face the socioeconomic impact of COVID-19 and the structural barriers that indigenous people have faced for many years.

47. Another area of progress is the advancement of more innovative approaches. At least 48 United Nations country teams reported innovation in the deployment of data

and digital technologies to help countries address and monitor the pandemic. In Latin America and the Caribbean, for example, eight resident coordinator offices are piloting real-time monitoring via social media and mobile platforms to assess how populations are coping.

Figure VIII

**United Nations country team support to the Sustainable Development Goals
(aggregate percentage by function)**

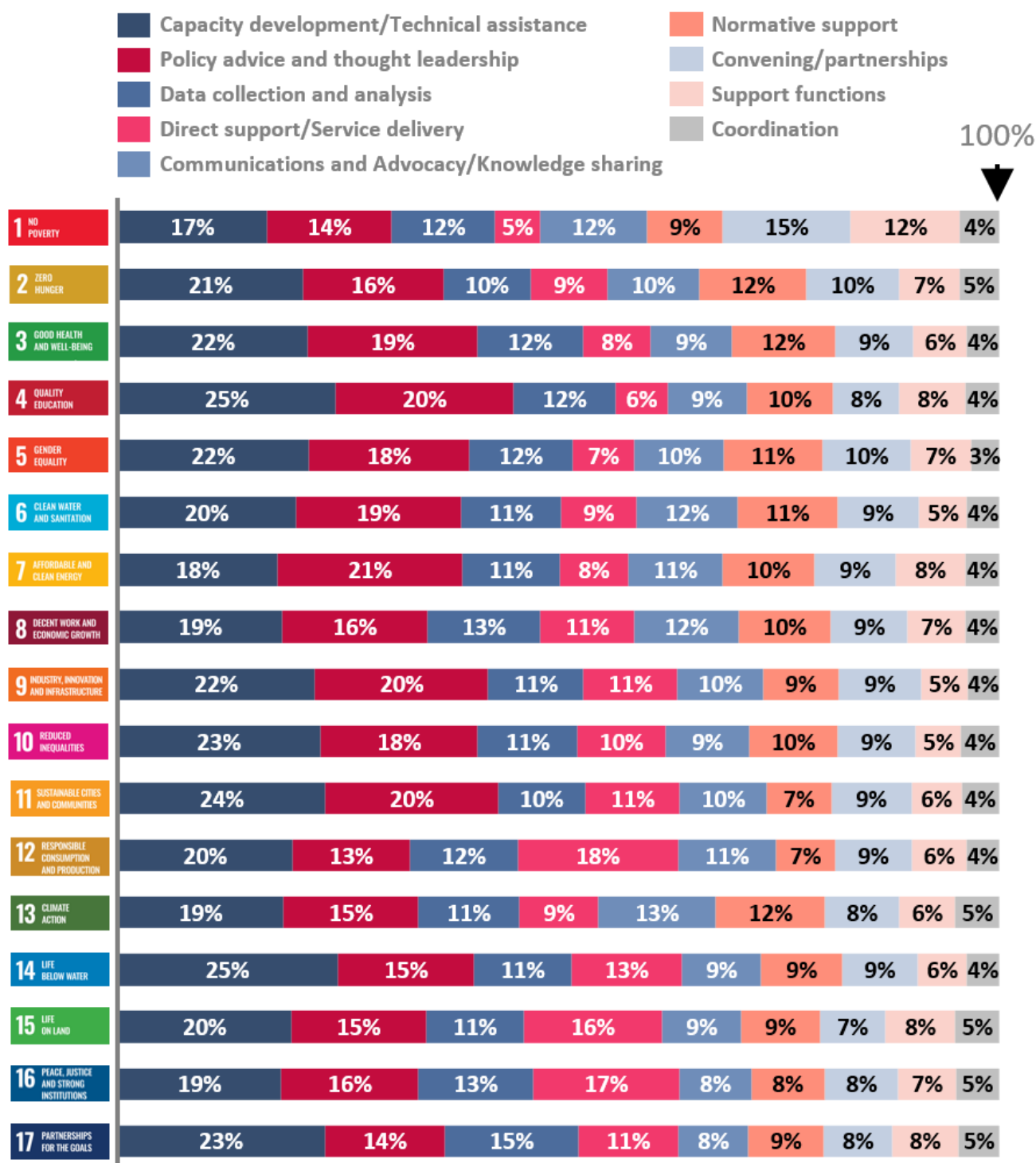


Source: United Nations Sustainable Development Group Information Management System, 2020.

48. In order for these improvements to translate into the type of support that countries will require to accelerate action towards 2030, we need to reinforce the shift towards more integrated and high-quality policy advice and support, leveraging the comparative advantages and capacities of different United Nations entities. The latest Information Management System data is encouraging in this regard (see figure VIII). It shows that Sustainable Development Goals-related technical assistance and capacity development remains the most common United Nations development system function at the country level, followed by policy advice and thought leadership, along with data collection and analysis (see figure VIII). A similar distribution can be seen right across the Sustainable Development Goals, as figure IX shows.

Figure IX

United Nations country team support to the Sustainable Development Goals (percentage by Goal and function)



Source: United Nations Sustainable Development Group Information Management System, 2020.

B. Contribution of the United Nations development system to the COVID-19 response and recovery efforts: a foundation for Sustainable Development Goal acceleration

49. The pandemic sparked a global development crisis that undermined hard-won gains and progress towards the Sustainable Development Goals. The Secretary-General mobilized the entire United Nations system to advance a comprehensive response to the health, humanitarian and socioeconomic aspects of the crisis, including through a strong push on financing aspects of the crisis and a series of crucial policy briefs.⁵ The United Nations development system response to COVID-19 showcased the value of strengthened coordination to enable an immediate comprehensive and complementary health, humanitarian and socioeconomic response by United Nations country teams. This was possible only because the entire United Nations development system came together under the resident coordinator leadership, as well as WHO, the Office for the Coordination of Humanitarian Affairs and UNDP lead and expertise, with UNICEF also playing a crucial role alongside other partners in the COVAX-backed global vaccine distribution efforts. Programme country Governments reported that the United Nations country teams COVID-19 response has been comprehensive (74 per cent), timely (76 per cent) and effective (77 per cent).

50. United Nations country teams moved swiftly to prepare United Nations socioeconomic response plans aligned with the United Nations framework for the immediate socioeconomic response to COVID-19, to support countries in minimizing the impacts of the crisis on the Sustainable Development Goals and laying the ground to recover better. A total of 121 United Nations socioeconomic response plans were prepared, covering 139 countries and territories to support the provision of essential services, strengthen social protection services, protect jobs and vulnerable workers and maintain social cohesion. They align to Sustainable Development Goal trajectories and include a focus on a green recovery, digitalization and inclusion.

51. As highlighted above, the framework for the immediate socioeconomic response to COVID-19 that guides the United Nations socioeconomic response plans is accompanied by a robust monitoring framework, with a set of 18 indicators – disaggregated by type of programme, territory (rural/urban), sex, age group and at-risk populations, to measure system-wide results. Together with the health and humanitarian indicators, and 10 human rights indicators, they form the foundation for assessing the United Nations system's COVID-19 response. The socioeconomic indicators have been integrated into the Development Coordination Office-managed UN INFO platform, which populates a new United Nations COVID-19 data portal.⁶

52. The analysis of the emerging dataset is presented in figures X–XVIII, according to the five pillars of the framework for the immediate socioeconomic response to COVID-19. Overall, it represents the collective results of United Nations country teams and demonstrates how joint efforts, thus far, have resulted in concrete benefits for the countries that we support and the people that we serve.

⁵ www.un.org/en/coronavirus/un-secretary-general.

⁶ <https://data.uninfo.org/>.

Figure X

121 United Nations socioeconomic response plans developed

UNCTs geared more than \$5 billion to the COVID-19 socioeconomic response

\$3.0 billion

Repurposed funds

\$2.18 billion

Additionally mobilized



139 countries and territories covered



Developed in consultation with **host Governments**



18 global-level programme indicators showing the collective efforts of the United Nations in country



Programming folds into Cooperation Framework **from 2022 onwards**

Source: Development Coordination Office, 2021.

PILLAR 1



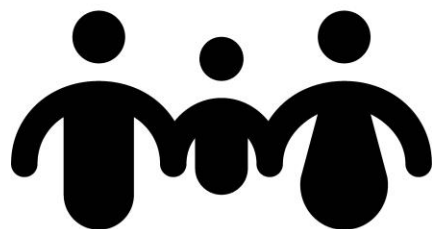
Health first: protecting health services and systems during the crisis⁷

53. Learning from the United Nations-wide Ebola crisis response, targeted United Nations support for the COVID-19 response enabled countries to maintain essential health services despite the spike in demand for acute COVID-related care.

54. The United Nations country team in Kuwait, for example, boosted the participation of people with disabilities through a national campaign, which provided nearly 24,000 food baskets to vulnerable groups and workers, 50,000 face masks, 20,000 surgical masks, 40,000 pairs of gloves and 3,100 advocacy publications for families of people with disabilities. In Brazil, resident coordinator engagement with governors in the Amazon region paved the way for United Nations support to vulnerable communities: cash transfers to 40,000 migrants, documentation to 20,000 refugees, 2,000 medical consultations to at-risk communities and medical kits to 7,000 indigenous health workers.

⁷ Lead entities: UNFPA, UNICEF, WHO.

Figure XI



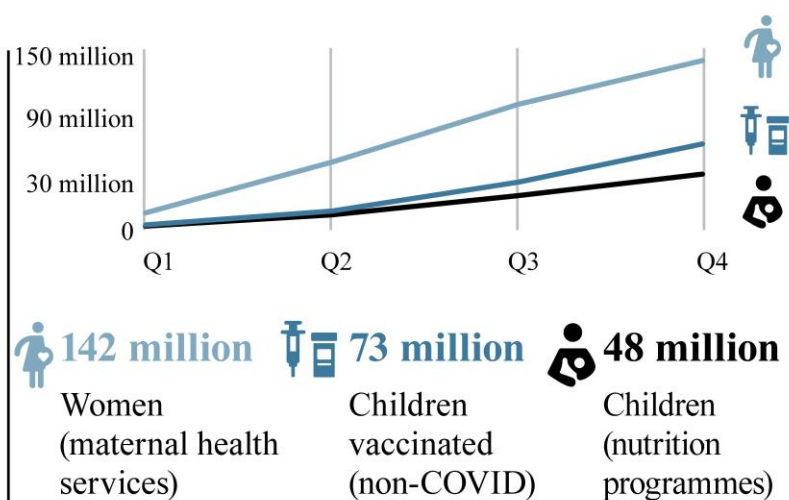
240 million people supported with essential non-COVID-related services

This includes:

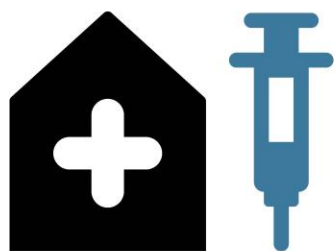
114 million in least developed countries

101 million in landlocked developing countries

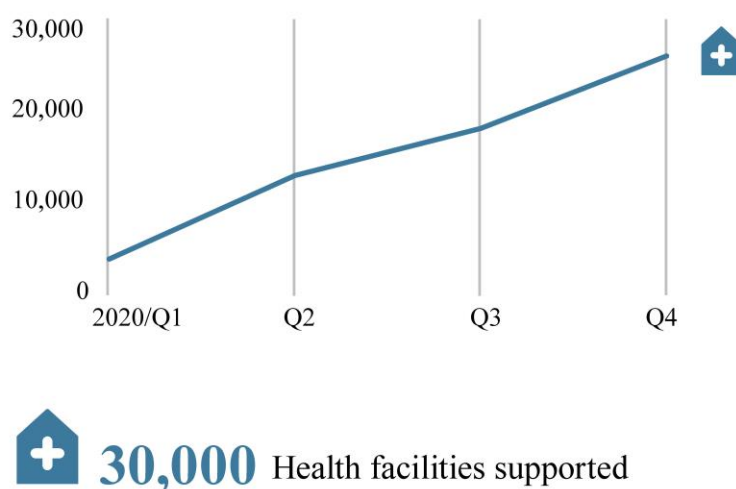
2 million in small island developing States



United Nations country teams supported approximately **3 million health workers**, including with personal protective equipment and risk communication and communication engagement items



United Nations country teams supported nearly **30,000 health facilities** to maintain essential immunization services



30,000 Health facilities supported

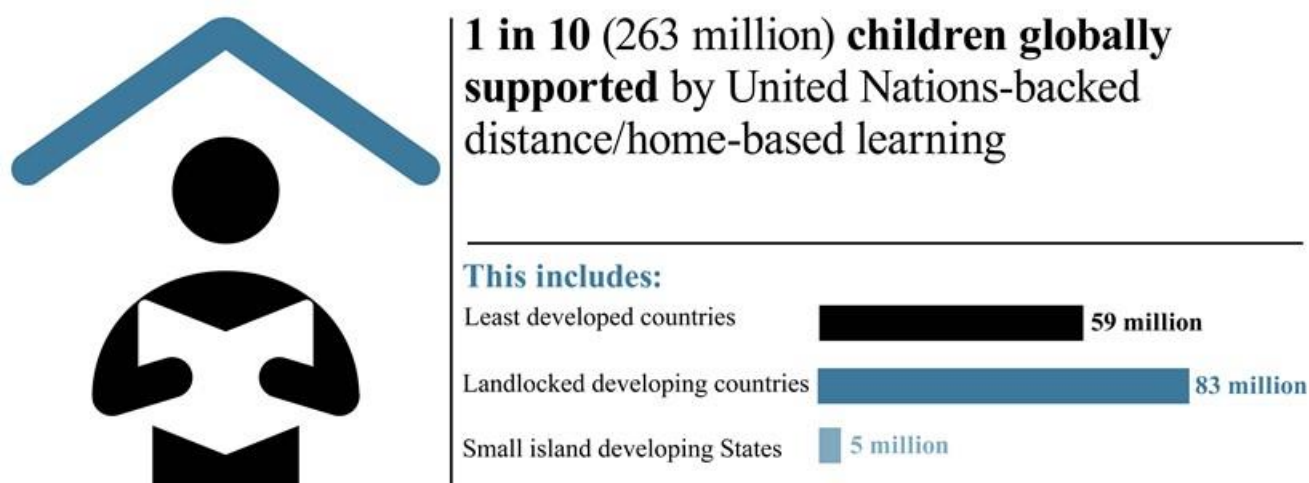
PILLAR 2



Protecting people: social protection and basic services⁸

55. The efforts by Governments across the world to protect basic services during the pandemic have been critical to minimizing the rise in poverty levels and will help people to bounce back as the crisis subsides. United Nations country teams supported Governments in adapting, extending and scaling up social protection services, including cash transfers, food assistance programmes, social insurance programmes and child benefits to support families. United Nations country teams leveraged the social protection programmes developed through earlier allocations of the Joint Sustainable Development Goals Fund with up to 20 per cent of budgets reallocated to address COVID-19 impacts, such as better health care and lower-cost informal social protection interventions.

Figure XII



56. In Chile, for example, the United Nations country team redirected \$1.5 million from the Joint Sustainable Development Goals Fund to boost social protection and inclusion for the elderly. In Thailand, the Government adopted the proposal under the socioeconomic response plan to boost existing social transfers to children, the elderly and the disabled, with a top-up of an approximate \$10 additionally per month for three months, benefiting over 6.7 million people. In India, United Nations country team efforts helped the country deliver a fivefold increase in investments to address gender-based violence; in addition, nearly 5 million children and women received essential care for reproductive, maternal, newborn and child health. The United Nations country team in Serbia adopted a data-based approach to address the impacts of COVID-19 on older persons.

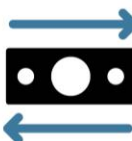
⁸ Lead entities: UNDP, UNFPA, UNHCR, FAO, WHO, UNICEF, WFP, UN-Women.

Figure XIII

Over 17 million primary school children received food assistance through United Nations support



8.7 million
meals



271,000
cash transfers



6.3 million
take-home rations

Figure XIV



Over 36 million people were reached with critical water and sanitation supplies

Gender-disaggregated figures available include:



4.7 million women
6.6 million girls



5.6 million men
6.4 million boys



1.0 million
Migrants, refugees, stateless persons
or internally displaced persons



250,000
Persons with disabilities



United Nations country teams supported the integration of measures to address gender-based violence in **86 countries** as part of the **COVID-19 response plan**

Nearly **120 million** people benefited from social protection schemes, with **44 million** having received financial aid packages and another **8 million** employed through cash-for-productivity programmes



Nearly 60 million women



Over 60 million men



Over 44 million
People benefitted from cash transfers



32 million
People benefited from water and sanitation services



Over 26 million
People received food and nutrition



Over 17 million
People received psychosocial support



Nearly 8 million
People received human rights protection



Over 7 million
People received legal aid

PILLAR 3



Economic response and recovery: protecting jobs, small and medium-sized enterprises and vulnerable workers in the informal economy⁹

57. The economic fallout from the COVID-19 pandemic has hit certain sectors the hardest: small and medium-sized enterprises, farm workers, the self-employed, daily wage earners, informal sector workers, refugees and migrant workers. In this context, several United Nations country teams have focused on protecting workers and sectors most, including by helping businesses to contain massive layoffs and protecting households and individuals through expanded social protection, teleworking and work-sharing policies.

58. Examples include support for universal unemployment insurance (as in Mexico); green recovery and digitalization (in Cameroon, Chile, Jamaica, Kenya, Montenegro and Thailand); agroindustry and resilience and skills training (in Guatemala); labour governance to enable decent work for vulnerable groups (in Maldives); leveraging digital technologies for stronger social safety nets and universal health coverage (in the Islamic Republic of Iran and many other countries). Given the vulnerabilities of small island developing States and the importance of the sustainable use of ocean resources for economic growth, livelihoods and jobs, the United Nations socioeconomic response plans of countries such as Cabo Verde, Dominican Republic, Maldives and Seychelles seek to capitalize on the opportunities of a blue economy for a better recovery.

⁹ Lead entities: IFAD, ILO, UN-Women, UNDP, UNICEF.

Figure XV

Countries that reinforced United Nations-backed employment policies and a regulatory environment to protect key groups



52 Countries reinforced women protection



52 Countries reinforced youth protection



47 Countries reinforced informal workers' protection



47 Countries reinforced migrant workers' protection



35 Countries reinforced workers with disabilities' protection

Figure XVI

In 2020, United Nations country teams supported over **1.3 million formal sector workers** and over **580,000 informal sector workers**. Also, the United Nations provided support to around **375,000 companies**, mostly micro, small or medium enterprises


349,000

Medium and small enterprises


24,800

Other companies


581,000

Informal workers


1.3 million

Formal workers

Number of countries adopting fiscal, monetary and legislative stimulus packages


41

Countries that are **climate/environment sensitive** for greener recovery

Number of people supported by food supply protection regimes


4.7 million

People working in food supply


51

Countries that are **gender sensitive**, including to address needs of women heads of household

PILLAR 4



Macroeconomic response and multilateral collaboration¹⁰

59. With the global economy experiencing the worst recession in 90 years,¹¹ countries are experiencing a massive need for countercyclical fiscal and financial support. Several United Nations country teams across all regions integrated their ongoing support for Sustainable Development Goal financing into United Nations socioeconomic response plans to form the basis of a COVID-19 financing response – from Cabo Verde to Costa Rica, Lesotho and Mongolia, drawing on the financing portfolio of the Joint Sustainable Development Goals Fund, the United Nations development system supported the Government of Cambodia with analysis on the economic and social impacts of COVID-19 and Colombia with an analysis of the impact of COVID-19 on Sustainable Development Goal financing gaps.

¹⁰ Lead entities: FAO, ILO, UN-Women, UNDP, UNICEF.

¹¹ https://developmentfinance.un.org/sites/developmentfinance.un.org/files/FSDR_2021.pdf.

Figure XVII

Number of countries that undertook socioeconomic impact assessments backed by United Nations country teams support with a focus on at-risk populations



62
Economic
needs



33
Fiscal and
public debt



74
Labour
market



78
Human
impact needs



79
Multisectoral
needs



77
Gender-
sensitive needs

Number of countries implementing policies informed by United Nations country teams-backed socioeconomic impact assessment focused on at-risk



53
Socioeconomic
policy including
employment



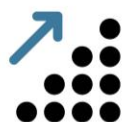
50
Social
protection
policy



47
Women's
empowerment
policy



47
Labour market
policies,
including
food security



44
Fiscal policy

PILLAR 5



Social cohesion and community resilience¹²

60. The pandemic placed considerable strains on social cohesion, magnifying existing fault lines and creating new ones. In response, United Nations country teams, under the technical lead of the International Labour Organization (ILO), helped facilitate over 1,000 national and over 500 subnational dialogues for employers and business organizations, as well as trade unions, on how to respond to the pandemic and the increased domestic violence, racism, xenophobia, stigma and other forms of discrimination, and how to prevent and remedy human rights abuses.

¹² Lead entities: UNDP, UN-Women, UN-Habitat, UNHCR, ILO, UNICEF.

Figure XVIII

Number of trade unions/
business organizations
benefiting from
United Nations country
team-backed
capacity-building to
address COVID-19
impacts



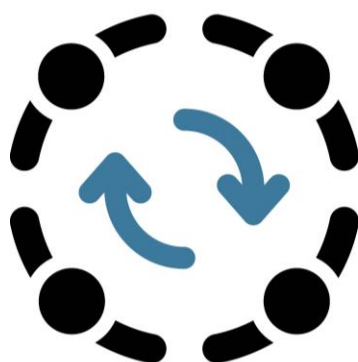
2,800

Employers and business
organizations



300+

Trade unions



Over 25,000

Community and civil
society organizations
benefitted from United
Nations country team
support

Including community organizations and institutions for:



>7,200

Youth



>1,000

Informal
settlements



>49

Human rights
(national human
rights institution)



>300

Religious
groups



>2,800

Indigenous
people



>2,700

Fragile
settings



>2,600

At-risk
populations



>4,600

Livelihood
support

C. Capturing the full contribution of the United Nations development system to the advancement of the Sustainable Development Goals

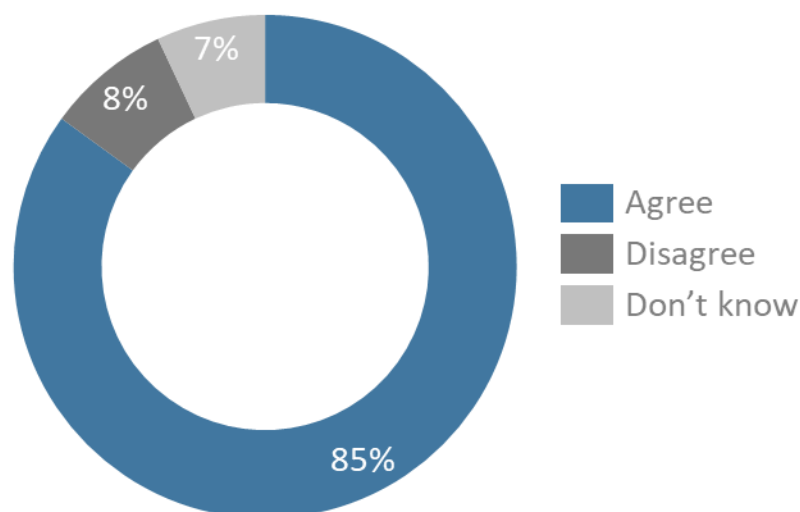
61. The results of the United Nations socioeconomic response to COVID-19 capture a proportion of the contribution of the United Nations development system at the country level to protect and advance sustainable development. They showcase the strong performance of entities on the ground, the ability of the system to deliver together under resident coordinator leadership and the kind of system-wide results reporting that the United Nations aims to produce to capture its contribution to the advancement of the Sustainable Development Goals. The results confirm that United Nations system support is stronger when the system works together, enabling individual entities to deliver better on their mandates.

62. This first reporting effort also provides a clear indication of where United Nations development system reporting can and must improve as the reforms mature and will inform our efforts to strengthen a common United Nations development system approach to measuring system-wide contribution to the Sustainable Development Goals. It is critical that this effort ensures due recognition for both individual and collective contributions by United Nations entities. A broad corporate effort is needed in this regard and I will be relying on the leadership of the United Nations Sustainable Development Group to bring our collective reporting to the next level. Support from entity-specific governing bodies will also be essential to boost progress in this area.

IV. Partnerships: joining forces to recover and advance national needs and priorities towards 2030

Figure XIX

The resident coordinator has contributed to leveraging partnerships in support of national efforts to advance the 2030 Agenda and achieve the Sustainable Development Goals



Source: DESA survey of programme country Governments, 2020.

63. With an impartial coordination function and stronger capacities, resident coordinators showed the unique value of the convening power of the United Nations

for the 2030 Agenda. Data indicates that the vast majority of programme country Governments agree that these efforts have been bearing fruit (see figure XIX). More effective links are being formed across all parts and levels of Government with development partners, including civil society and the private sector.

64. Resident coordinators are enabling more coordinated development cooperation, including as co-chairs of donors' and national Governments' aid platforms – a role that many perform, at the request of national counterparts. In Kenya, the Sustainable Development Goals partnership platform, involving the Government and development partners, has mobilized approximately \$7 million in funding and in-kind support and facilitated a \$165 million investment for affordable primary health care for 25 million people. In the Republic of Moldova, the resident coordinator brought together, for the first time, senior government officials from line ministries with development partners in country for a collective effort on leadership, coordination and advocacy, raising \$19 million for COVID-19 response and recovery.

65. Resident coordinators and United Nations country teams amplified their reach through strengthened partnerships with international financial institutions. In Uzbekistan, the engagement of international financial institutions resulted in a rapid joint socioeconomic assessment on the impact of the pandemic, with a strong macroeconomic focus included in the United Nations COVID-19 socioeconomic response and recovery plan, and the establishment of a financial tracking mechanism for the Government on grants and loans from partners. In Cabo Verde, the United Nations and the World Bank supported the development of the national vaccination plan, facilitating the country's inclusion in the COVAX Vaccine Global Access Facility. As a result, Cabo Verde was among the first countries in Africa to receive vaccines in March 2021 for nearly 200,000 people, or about 35 per cent of its population.

66. A number of new partnerships were realized with the private sector. In Albania, for example, the United Nations and a major telecommunications company partnered for the United Nations seventy-fifth anniversary and launched a one-minute survey for citizens to share priorities for the future they want. In Brazil, the resident coordinator office, in collaboration with the United Nations Global Compact Local Network, partnered with a beverage company to produce alcohol-based sanitizer bottles donated to public hospitals. In Trinidad and Tobago, the Resident Coordinator Office supported the United Nations country team in bringing together lawmakers, private sector telecommunications companies, global tech companies, data scientists and academia at the country's first Big Data Forum, with 1,100 participants exchanging ideas and success stories.

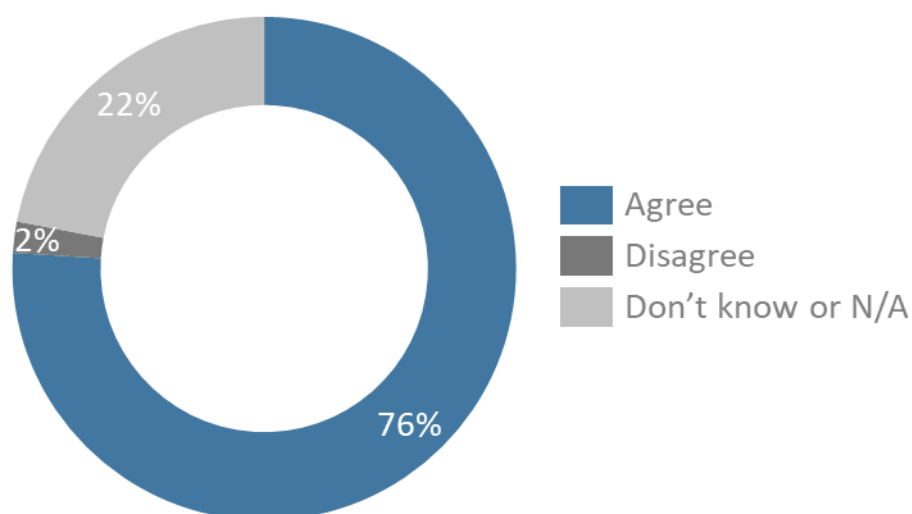
67. The resident coordinator system is also beginning to better harness the knowledge and capacities of universities and the research community at large. The United Nations country team in Uruguay partnered with universities to introduce a basic course on the Sustainable Development Goals in all private and public universities. A partnership with Canadian universities also served to launch a United Nations research road map for the COVID-19 recovery, with universities and think tanks from five regions.

68. With resident coordinator coordination and UNDP technical lead, integrated national financing frameworks were initiated in 69 developing countries to support Sustainable Development Goal financing. A total of 15 United Nations entities are currently involved in integrated national financing framework programmes, with resources from the Joint Sustainable Development Goals Fund. In 2020, Cuba achieved significant progress in formulating a Sustainable Development Goals financing framework through extensive stakeholder engagement and customized training on Sustainable Development Goal prioritization and by expanding a digital

platform for Sustainable Development Goal monitoring. In Ghana, the integrated national financing framework supported COVID-19 recovery plans and integrated financing frameworks for local economies.

Figure XX

The resident coordinator has contributed to building stronger synergies across development, humanitarian, and/or peacebuilding interventions



Source: DESA survey of programme country Governments, 2020.

Abbreviation: N/A, not applicable.

69. Partnerships among the development, humanitarian and peacebuilding actors also continued to grow under the leadership of double- or triple-hatted resident coordinators. As figure XX shows, this country-specific resident coordinator role has been acknowledged by many Governments. In Somalia, the system-wide contributions across the pillars of the Cooperation Framework (which also serves as the Integrated Strategic Framework for Somalia), the forthcoming humanitarian response plan and the national development plan have helped galvanize cross-pillar collaboration for access to basic social services, resilience to climate change, food security and durable solutions. In the Democratic Republic of the Congo, the United Nations country team is implementing four joint programmes to address development challenges and ensure humanitarian assistance under a peace consolidation framework. In Haiti, the One United Nations Plan guides United Nations support across pillars and the preparations for the transition and integration with the United Nations Integrated Office in Haiti.

70. Despite many achievements, challenges remain and will receive special attention moving forward. Of critical importance is the need to accelerate progress in strengthening our capacities in the area of financing and our partnerships with the international financial institutions, as they carry truly significant potential in a context where economic transformation constitutes a make or break for the COVID-19 recovery and the achievement of the Sustainable Development Goals. Only 58 per cent of host Governments agree that collaboration between international financial institutions and the United Nations in their country has improved over the past four years.¹³ The Development Coordination Office will continue to support the strengthening of partnership capacities in resident coordinator offices, working

¹³ DESA survey of programme country Governments, 2020.

closely with DESA, regional economic and social commissions and other entities with strong track records on macroeconomic support and partnerships with international financial institutions.

V. Quality funding: driving the COVID-19 response and sustainable development through the spirit and commitments of the funding compact

71. The United Nations Sustainable Development Group and the resident coordinator system, supported by the Development Coordination Office, have striven to enhance the quality of funding to the United Nations development system in the spirit of the funding compact, both at the global and at the country level.

72. The Joint Sustainable Development Goals Fund remains the muscle of the resident coordinator system and a new generation of United Nations country teams. Hosted by the Development Coordination Office, it raised \$50 million in 2020 and capitalized \$290 million in total. To date, it has funded 101 joint programmes focused on integrated social protection or Sustainable Development Goals finance, stimulated over 800 partnerships to support the Goals and tested over 200 innovative solutions to accelerate the 2030 Agenda. The Fund's catalytic investment in Viet Nam, for example, leveraged \$2.5 billion of government financing for inclusive solutions that provided social protection benefits for all children. In Ecuador, it introduced innovative policy to close the social protection gap for youth, enabling decent work for 70 per cent of 1.4 million young people, with at least 40 per cent of those gaining access to the social protection system. In March 2021, the Joint Sustainable Development Goals Fund announced a \$41 million portfolio to catalyse strategic financing to accelerate the Sustainable Development Goals: Fiji, Indonesia, Malawi and Uruguay were selected from 155 proposals from over 100 countries across the globe. The Fund has already invested \$31.5 million to address the vulnerabilities of small island developing States. In addition, in the first quarter of 2021, the Fund's steering committee approved a dedicated call for proposals from small island developing States of over \$30 million, to further help in addressing challenges faced by small island developing States, now exacerbated by the impact of COVID-19.

73. The United Nations COVID-19 response and recovery trust fund provided a dedicated avenue to support United Nations country teams in implementing socioeconomic response and recovery plans. Since its launch in April 2020, the Fund has programmed nearly \$75 million to 24 United Nations entities to deliver on joint programmes across 80 countries. The Fund mainstreamed a gender-sensitive approach and supported millions of people most at risk of being left behind. It helped widen the reach of social safety nets, procure critical supplies, provide essential health care, extend digital learning and restore water, sanitation and other basic service infrastructure. It also supported innovations such as tele- and mobile health care and digital payments systems and helped formal and informal businesses enter the digital economy. A report on early lessons and evaluability of the Fund will be released this month and will inform the resident coordinator system review.

74. Resident coordinators have also been leveraging opportunities offered by the Secretary-General's Peacebuilding Fund and the Spotlight initiative to deliver integrated responses on crucial country challenges. The Peacebuilding Fund invested over \$170 million in joint programmes through United Nations country teams, under the leadership of resident coordinators, contributing to the peacebuilding components of the Cooperation Frameworks and United Nations socioeconomic response plans in 36 countries and 11 cross-border settings. Benefiting from enhanced coordination, the

Spotlight Initiative reached 42 million people, including 350,000 adolescents, with campaigns challenging harmful social norms and gender stereotypes.

75. 2020 witnessed the consolidation of deposits to Sustainable Development Goal country-level pooled funds, after a substantial growth of these in 2019 following the reforms. The net funded amount transferred to participating agencies increased from \$200 million to \$230 million. Over 30 countries now have such funds active, with 21 of them established following United Nations development system reform. The United Nations Multi-Partner Trust Fund for Sustaining Peace in Colombia, with a cumulative capitalization of \$172 million from various international partners, brought together the Government, 13 United Nations entities and 113 civil society and private sector organizations, and directly benefited over 1.8 million people, with 34.5 per cent of all investments targeted directly to gender equality. The Malawi Sustainable Development Goals Acceleration Fund, set up in 2019 by the Government, the United Nations country team and development partners, was able to quickly respond to the pandemic to improve health systems, keep girls in school and build community resilience for a budget of \$130 million in the coming years. New funds were established or redesigned in 2020 in Cabo Verde, Lebanon and Uganda; the first multi-country pooled fund was established in the Pacific region (the United Nations Pacific Strategy Fund). The quality that pooled funds bring to in-country interventions is attested by the level of national ownership in many of them: in 2020, the Government of Papua New Guinea for example contributed almost 15 per cent of the total capitalization of the Papua New Guinea United Nations Country Fund.

76. As set out in more detail in the report of the Secretary-General on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, flexible and predictable contributions, including through funding to interagency pooled funds, is instrumental, yet remains significantly lower than the funding compact commitments. Overall, funding tools such as pooled and thematic funds have shown that they can play a catalytic role in the uptake in integrated United Nations policy support and facilitating Sustainable Development Goal financing; however, much more ambitious capitalization, particularly of the Joint Sustainable Development Goals Fund, is required if they are to reach their potential.

77. In addition, notwithstanding the repurposing of \$3 billion, the mobilization of an additional \$2 billion and the \$75 million programmed through the COVID-19 response and recovery, United Nations socioeconomic response plans remain just less than half funded; and the immediate response to COVID-19 remains significantly easier to fund than addressing longer-term recovery, hampering the ability of United Nations country teams to ensure that the COVID-19 response also helps propel countries forward on the Sustainable Development Goals front. The resident coordinator's role in resource mobilization for the Cooperation Frameworks and pooled funds also requires further clarification, as highlighted by a survey of resident coordinators and United Nations country teams, and we are taking steps in that regard.

78. It is critical that Member States invest at the appropriate levels to enable United Nations country teams to provide a robust contribution to the efforts of Governments to design and roll out a better recovery, without which a unique opportunity to get the Sustainable Development Goals back on track would have been missed.

VI. Communications for development results: fostering accountability and transparency for results

79. With increased resident coordinator system capacities and growing momentum across all United Nations Sustainable Development Group entities, new tools are

enhancing monitoring and reporting at the country, regional and global levels, strengthening United Nations development system accountability for results at the country level.

80. A new generation of reports informing national Governments of system-wide results at the country and regional levels started to take shape in early 2021. United Nations country team results reports are focused on achievements in advancing the priorities of the Cooperation Framework and other national development plans, with the majority of 2020 reports integrating results achieved in the COVID-19 socioeconomic response, pegged to Sustainable Development Goal targets. As part of the joint secretariat of the regional collaborative platforms, regional offices of the Development Coordination Office were involved in the first generation of regional results reports produced under the aegis of the regional collaborative platforms.

81. In line with the Secretary-General's data strategy, strengthened digital platforms have enabled improved monitoring and reporting of results. UN INFO is being fully revamped, and a COVID-19 data portal was built within it to increase transparency and accountability. With United Nations Sustainable Development Group members' leadership and United Nations country team compliance with UN INFO, reporting comprehensively on the system-wide contribution to the Sustainable Development Goals through Cooperation Frameworks will be possible. The United Nations Sustainable Development Group Information Management System was overhauled into a one-stop coordination portal within UN INFO.

82. Cooperation Framework evaluations are another key tool for understanding the United Nations development system contribution at the country level. In 2020, 20 countries conducted an evaluation of their Cooperation Framework/United Nations Development Assistance Framework to inform the development of the new Framework. Twelve (or 60 per cent) of those countries developed a management response and action plan for implementation, marking a significant improvement from 2019, when only 22 per cent of countries complied. Guidance on Cooperation Framework evaluations was issued in 2020 for strengthened evaluations from 2021 onwards.

83. Strengthened communications capacities in resident coordinator offices are helping to show results in support of the Sustainable Development Goals. There was a 9 per cent increase in United Nations country team support provided to national Governments for their Sustainable Development Goals reports¹⁴ and a 40 per cent increase of United Nations country teams with joint advocacy initiatives to promote the implementation of the Sustainable Development Goals or other key United Nations priorities. The number of stories on the global United Nations Sustainable Development Group websites showcasing United Nations country team results from the five regions jumped 960 per cent from 2019 to 2020, aligned to the new global communications strategy.¹⁵ An increase in United Nations country team use of digital communication was also recorded, particularly the use of social media, along with United Nations country team websites.

84. The resident coordinator system continued to actively enhance support to communicate results effectively. In a recent internal review of the resident coordinator office communications function in five regions, the dedicated communications function for resident coordinator offices post-reform in country settings without United Nations information centres, was reported as a game changer to bring country-level United Nations communications groups together around communications for the Sustainable Development Goals and other priorities. In China, messages on COVID-19

¹⁴ United Nations Sustainable Development Group Information Management System, 2020.

¹⁵ Ibid., 2020.

preparedness were translated into more than 40 languages and dialects tailored to the elderly or those in ethnic minority communities. In Brazil and Peru, COVID-19 prevention campaigns were translated into Spanish, French and indigenous languages to address needs of Venezuelan and Haitian migrants and refugees. Resident coordinator office communication officers and United Nations information centres also helped mobilize more than 1.5 million people in 195 countries, who shared their priorities for the United Nations on the occasion of its seventy-fifth anniversary. Furthermore, from an efficiency perspective, in 2020, the number of United Nations information centres and resident coordinator offices co-located in the same premises increased from 27 in 2019 (61 per cent) to 28 (64 per cent).

85. In 2020, the Development Coordination Office launched the United Nations Sustainable Development Group global website in English, French and Spanish, with all other official languages expected in 2021. This was pivotal to showcase stories and results of United Nations country teams and provide a repository of key documents, from global guidelines to United Nations country team results reports. One hundred and eight Development Coordination Office-backed United Nations country team websites in over 21 languages were also launched, boosting efficiency gains and cybersecurity. For example, the United Nations country team in Brazil was pooling \$20,000 per year to keep its privately run website. After joining the Development Coordination Office-backed United Nations country team website, they no longer incur any such costs. The United Nations country team in Uruguay, led by the resident coordinator office, spearheaded an effort to increase accessibility in its own national digital communications, inspiring a redesign of all other United Nations country team and global United Nations Sustainable Development Group websites to surpass the United Nations Secretariat accessibility standards by May 2021.

86. Despite important advancements, the success and impact of enhanced United Nations country team websites and strengthened communication capacities in resident coordinator offices, including through the integration of United Nations information centres in 44 locations, is being further assessed and will inform the resident coordinator system review. The recent announcement that 9 of the 15 vacant communications posts that were affected by the liquidity-related hiring freeze in the United Nations Secretariat, can be filled in 2021–2022 provides a welcome boost to the capacities and effectiveness of United Nations information centres and resident coordinators to deliver in this area.

VII. Funding the resident coordinator system

87. Predictable and sustainable funding of the resident coordinator system is fundamental for a fully reinvigorated resident coordinator system and has been recognized as such in the funding compact. In 2020, funding levels for the resident coordinator system remained stable, with a total of \$203.9 million received in the special purpose trust fund for the resident coordinator system. Even against the background of the COVID-19 pandemic, no dip in funding levels was recorded. Inflow from the three funding streams amounted to \$86.1 million from voluntary contributions, \$77.4 million from the United Nations Sustainable Development Group cost-sharing arrangement and approximately \$40.4 million from the coordination levy. The commitment of Member States to the resident coordinator system is reflected additionally in the fact that some increased their funding contributions while others made contributions early in the year, importantly providing a longer-term planning horizon and greater predictability.

88. Significant progress was made in broadening and diversifying the donor base. Within the past year, the donor base has grown from a total of 32 Member States at

the beginning of 2020 to a total of 43 at the beginning of 2021. This includes an increase in the number of countries from the G-77 and China, from 8 in 2019 (one quarter of the donor base) to 14 countries now (representing one third of the donor base).

89. All contributing United Nations Sustainable Development Group entities paid their share of the cost-sharing arrangement in 2020. The World Meteorological Organization and the International Trade Centre provided their contributions for the first time, and the United Nations Industrial Development Organization fulfilled its promise to contribute its full share in 2020. As at March 2021, almost every United Nations Sustainable Development Group entity had also already provided its 2021 contribution – the remaining contributions are expected by June. From 2022 onwards the cost-sharing allocations will be updated based on the most recent agency data.

90. Revenue from the coordination levy in 2020, in accordance with agreements signed with United Nations Sustainable Development Group entities, increased by \$10 million since 2019. Most of the levy collection is administered by United Nations Sustainable Development Group entities on behalf of donors. However, two Member States (Iceland and Sweden) and the European Union administer the levy directly. Analysis is being undertaken of the administration and impact of the levy as an input to the resident coordinator system review in the latter part of 2021.

91. Transparency and accountability have continuously been strengthened with upgrades to the online special purpose trust fund portal, displaying both income and expenditure information on all three funding streams in a new format. A user survey was also launched to continuously keep the website at the level of expectations of the users.

92. The total annual budget of \$281 million, however, was not reached in 2020. Implementation of coordination activities continued with the resources available, owing to the efficiencies brought by the online and hybrid format of work and meetings, as well as staggered recruitment in accordance with the implementation plan. A significant funding gap is currently foreseen for 2021, underlining the importance of agreeing on a sustainable, predictable method of funding the resident coordinator system going forward. Shortfalls of this nature could lead to reduced operational budgets or, in the worst case, not being able to fill all posts, hampering the ability of the resident coordinator system to fully deliver on its mandate. The budget of \$281 million was carefully crafted based on needs for an effective coordination system, approved by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, with full funding required to run at full speed.

93. This financial foundation is critical to driving the resident coordinator system successfully – a system that we have now witnessed through the pandemic offers substantial value for money, is effective at the country level, financially efficient and politically expedient to harness the talent to get the results needed. Closing this funding gap is an absolute priority for 2021 for the system to function optimally. The resident coordinator system review in 2021 will also include a closer examination of the funding model to ensure a sustainable and predictable funding base for the resident coordinator system in 2022 and for the years to come.

VIII. Conclusion

94. 2020 was a watershed year. The reform of the resident coordinator system passed the stress test of the COVID-19 pandemic on top of a myriad of other development challenges, making the value of coordination far more evident than in

any other year. It provided proof of concept for Member States' increased investments and showed that the far-reaching changes envisioned by the United Nations development system and the resident coordinator system reforms have indeed been seeded. Now the transformation needs to deepen and accelerate to meet the new demands of the response and recovery to get the Sustainable Development Goals back on track.

95. The transition to new arrangements and structures is mostly complete. This includes the establishment of resident coordinator offices and the Development Coordination Office presence in the regions and in New York, as well as the roll-out of new tools and guidelines to embed the new approach into Cooperation Frameworks and Business Operations Strategies. A new regional architecture and the multi-country office review implementation are being rolled out, with engagement and support of the full resident coordinator system. 2020 marked the conclusion of a quadrennial comprehensive policy review of operational activities for development of the United Nations system cycle that enabled the deepest reforms of the United Nations development system in its history and started a new cycle to advance the 2030 Agenda and achieve the Sustainable Development Goals.

96. In 2021, the United Nations development system, guided by the Principals of the United Nations Sustainable Development Group, and under the leadership of resident coordinators at the country level, will continue to accelerate support to countries to respond to and recover from the COVID-19 crisis by advancing vaccine equity and the roll-out of vaccines in 145 countries through the COVAX facility and the leadership of WHO and UNICEF; and supporting the socioeconomic response and recovery efforts led by UNDP, as a bridge to accelerate implementation of the Sustainable Development Goals.

97. The resident coordinator system review offers an opportunity to comprehensively assess progress and make improvements to strengthen the value proposition of the reinvigorated development coordination function in the context of the broader objectives of the United Nations development system reform. Doing so will help ensure a future in which we consolidate progress and address remaining weaknesses, to fully leverage the transformative potential of a more coordinated, effective, efficient and accountable United Nations development system that is capable of providing countries with the support required to recover better from the COVID-19 crisis and advance the Sustainable Development Goals during the decade of action.

98. I commend Member States for their ongoing commitment to a reinvigorated resident coordinator system, in the boards of United Nations entities, in their funding decisions and the support that they provide on the ground in programme countries. It is essential that we deepen this engagement as Member States continue to support the reforms.

Annex

Overview of resources of the special purpose trust fund of the resident coordinator system

Table 1
Financial resources by component

(Thousands of United States dollars)

<i>Component</i>	<i>2020 expenditure</i>	<i>2021 estimate</i>	<i>Changes</i>		<i>2022 estimate</i>
			<i>Variance amount</i>	<i>Variance percentage</i>	
A. Executive direction and management	2 169.7	2 844.3	(35.1)	–	2 809.2
B. Programme of work					
1. Global coordination	12 077.4	14 453.8	2 252.7	0.8	16 706.5
2. Regional coordination	6 864.9	9 504.1	857.8	0.3	10 361.9
3. Country coordination	160 833.2	243 318.0	(3 323.1)	(1.2)	239 994.9
Subtotal, B	179 775.5	267 275.9	(212.6)	(0.1)	267 063.3
C. Programme support	9 951.0	11 706.2	247.7	0.1	11 953.9
Total	191 896.2	281 826.4	–	–	281 826.4

Table 2
Financial resources by object of expenditure

(Thousands of United States dollars)

	<i>2020 expenditure</i>	<i>2021 estimate</i>	<i>Changes</i>		<i>2022 estimate</i>
			<i>Variance amount</i>	<i>Variance percentage</i>	
Post	118 577.7	164 321.1	12 062.0	4.3	176 383.1
Non-post	73 318.5	117 505.3	(12 062.0)	(4.3)	105 443.3
Total	191 896.2	281 826.4	–	–	281 826.4

Table 3
Post resources by component for 2022

	Professional and higher									General Service and related		National staff		
	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	Total
A. Executive direction and management	–	1	1	–	2	2	1	–	7	2	1	–	–	10
B. Programme of work														
1. Global coordination	–	–	–	2	10	16	12	–	40	–	3	–	–	43
2. Regional coordination	–	–	5	–	8	11	5	–	29	–	–	–	6	35
3. Country coordination	–	2	47	70	87	124	2	–	332	–	–	414	396	1 142
Subtotal, B	–	2	52	72	105	151	19	–	401	–	3	414	402	1 220
C. Programme support	–	–	–	1	3	5	2	–	11	5	1	–	–	17
Total	–	3	53	73	110	158	22	–	419	7	5	414	402	1 247

The overall resource requirements for 2022 are maintained at the same level as the approved 2021 resources. To ensure the efficient utilization of resources, the estimated 2022 requirements have been redeployed among the objects of expenditure to accommodate all necessary changes. The combined increase of \$13.8 million in posts and other staff costs reflects the increase in the number of positions. This increase is partially offset by the reduction in the use of consultants and contractual services. The continuation of the online and hybrid format of work and meetings, which proved to be effective and successfully contributed to positive outcomes, resulted in a reduction of \$4.5 million in staff travel. These new practices can be sustained in 2022 without negatively impacting full and effective mandate implementation. The slight increase in general operating expenses signifies the additional cost of increasing technological resources to support continued activities. These efforts have been made to ensure that the additional staff and operating requirements could be met while remaining budget neutral overall.

Overview of financial results for 2020

Results for 2020 are reflected in tables 4 and 5 for information purposes.

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

Component	2020 Budget	2020 Expenditure	Variance
A. Executive direction and management	2 346.4	2 169.7	176.7
B. Programme of work			
Global coordination	14 392.3	12 077.4	2 314.9
Regional coordination	6 659.4	6 864.9	(205.5)
Country coordination	246 298.7	160 833.2	85 465.5
Subtotal B. Programme of work	267 350.4	179 775.5	87 574.9
C. Programme support	11 609.7	9 951.0	1 658.7
Total	281 306.5	191 896.2	89 410.3

Table 5
Financial results by budget class

(Thousands of United States dollars)

	<i>2020 Budget</i>	<i>2020 Expenditure</i>	<i>Variance</i>
Post	160 462.5	118 577.7	41 884.8
Non-post	120 844.0	73 318.5	47 525.5
Total	281 306.5	191 896.2	89 410.3