General Assembly

Seventy-eighth session
Agenda item 134
Proposed programme budget for 2024

Revised estimates relating to the proposed programme budget for 2024 under section 1, Overall policymaking, direction and coordination, and section 29B, Department of Operational Support

Report of the Secretary-General

Summary

  The present report is submitted pursuant to General Assembly resolution 76/4, by which the Assembly invited the Secretary-General to provide recommendations for its consideration should the proper functioning of the reinvigorated resident coordinator system not be enabled through the generation of adequate, predictable and sustainable funding, taking into account the proposals made in the report of the Secretary-General entitled "Review of the functioning of the resident coordinator system: rising to the challenge and keeping the promise of the 2030 Agenda for Sustainable Development (A/75/905)".

  In its resolution 2023/31, the Economic and Social Council re-emphasized that adequate, predictable and sustainable funding of the resident coordinator system was essential to delivering a coherent, effective, efficient and accountable response in accordance with national needs and priorities, and expressed concern regarding the continual shortfall in funding to the resident coordinator system. The Council recommitted to providing sufficient funding for the resident coordinator system, in line with General Assembly resolution 76/4, and noted the critical importance of dialogue with Member States about the resident coordinator system. The Council looked forward to the consultation process as set out in the report of the Secretary-General to the 2023 operational activities for development segment of the Council, before a formal proposal was submitted to the Assembly.

  In its resolution 72/279, the General Assembly reinvigorated the role of the resident coordinator system by deciding to create a dedicated, independent, impartial and empowered coordination function. The Assembly decided that the system would be funded through: (a) a 1 per cent coordination levy on tightly earmarked third-party non-core contributions to United Nations development-related activities, to be paid at

source; (b) doubling the United Nations Sustainable Development Group cost-sharing among United Nations development system entities; and (c) voluntary, predictable, multi-year contributions to a dedicated trust fund to support the inception period.

Since its inception, the resident coordinator system has faced a chronic funding shortfall. Most recently, in 2022, the funding shortfall was $85 million (30 per cent of the budget), and in 2023, the shortfall was $64 million (23 per cent of the budget). The financial situation has reached a point where the current model is untenable and the long-term viability of the resident coordinator system is at stake.

Pursuant to the request of the Economic and Social Council, the Secretary-General conducted transparent and inclusive, informal consultations with Member States during the last quarter of 2023. Following consideration of all views, the Secretary-General presents a proposal that would finally ensure the provision of adequate, predictable and sustainable funding. It is proposed that funding through voluntary contributions be converted to funding from the regular budget. The remaining two sources of funding that have proven to be more reliable and predictable will be retained: the 1 per cent levy on tightly earmarked non-core contributions and the cost-sharing arrangement among members of the United Nations Sustainable Development Group.

In the present report, the Secretary-General outlines the post and non-post resources that are proposed to be funded from the regular budget to enable the proper functioning of the resident coordinator system. The Secretary-General also proposes a change in the budget structure that would include the establishment of a separate budget part and section for the resident coordinator system.

The General Assembly is requested to: (a) approve the establishment of a new budget part, part XIV, Development coordination, and a new budget section, section 36, Resident coordinator system; (b) renumber the existing budget part XIV, Staff assessment, and budget section 36 as budget part XV and section 37, respectively; (c) approve the redeployment of the regular budget component for the resident coordinator system under section 1, Overall policymaking, direction and coordination, to new budget section 36, Resident coordinator system; (d) approve the conversion of 801 posts under the resident coordinator system funded from voluntary contributions to regular budget funding; (e) appropriate an additional amount of $145.2 million (net of staff assessment), comprising $1.5 million under section 29B, Department of Operational Support, and $143.7 million under section 36, Resident coordinator system, of the proposed programme budget for 2024; and (f) appropriate an additional amount of $14.9 million under newly renumbered section 37, Staff assessment, of the programme budget for 2024, which would be offset by an equivalent increase of $14.9 million under income section 1, Income from staff assessment.

I. Introduction

1. In its resolution 72/279, the General Assembly decided to create a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the United Nations development system. The Assembly decided to do so by separating the functions of the resident coordinator from those of the resident representative of the United Nations Development Programme, drawing on the expertise and assets of all United Nations development system entities, including non-resident agencies. In the same resolution, the Assembly:

(a) Endorsed the transformation of the Development Operations Coordination Office to assume managerial and oversight functions of the resident coordinator system under the leadership of an Assistant Secretary-General and under the collective ownership of the members of the United Nations Sustainable Development Group, as a stand-alone coordination office within the Secretariat, reporting to the Chair of the Group;

(b) Requested the Chair of the Group to present a comprehensive report on an annual basis, including on the operational, administrative and financing aspects of the activities of the Office, to the Economic and Social Council at its operational activities for development segment;

(c) Requested the Secretary-General to strengthen the authority and leadership of resident coordinators, as the highest-ranking representatives of the United Nations development system, over United Nations country teams, and system-wide accountability on the ground for implementing the United Nations Development Assistance Framework (renamed the United Nations Sustainable Development Cooperation Framework) and supporting countries in their implementation of the 2030 Agenda for Sustainable Development, through:

(i) Enhanced authority for the resident coordinator to ensure alignment of both agency programmes and inter-agency pooled funding for development with national development needs and priorities, as well as with the United Nations Sustainable Development Cooperation Framework, in consultation with the national Government;

(ii) Full mutual and collective performance appraisals to strengthen accountability and impartiality, with resident coordinators appraising the performance of United Nations country team heads and United Nations country team heads informing the performance assessment of resident coordinators;

(iii) A clear, matrixed, dual reporting model, with United Nations country team members accountable and reporting to their respective entities on individual mandates, and periodically reporting to the resident coordinator on their individual activities and on their respective contributions to the collective results of the United Nations development system towards the achievement of the 2030 Agenda at the country level, on the basis of the United Nations Sustainable Development Cooperation Framework agreed with the host Government;

(iv) Reporting by the resident coordinator to the Secretary-General and to the host Government on the implementation of the United Nations Sustainable Development Cooperation Framework.

2. The General Assembly emphasized that adequate, predictable and sustainable funding of the resident coordinator system was essential to delivering a coherent, effective, efficient and accountable response in accordance with national needs and priorities, and decided that the resident coordinator system would be funded through:

   (a)   A 1 per cent coordination levy on tightly earmarked third-party non-core contributions to United Nations development-related activities, to be paid at source (estimated at $50.3 million);

   (b)   Doubling the United Nations Development Group cost-sharing arrangement among United Nations development system entities (estimated at $77.5 million);

   (c)   Voluntary, predictable, multi-year contributions to a dedicated trust fund to support the inception period (estimated at $154 million).

3.   The General Assembly, in its resolutions 75/233, 75/290 A and 76/4, reaffirmed the primacy of the Economic and Social Council operational activities segment as the accountability and oversight forum of the United Nations development system. Progress made on the work of the reinvigorated resident coordinator system is reported on an annual basis for consideration by the Council in the context of the implementation of resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

4.   When the resident coordinator system was reinvigorated, the Secretary-General recommended in his report on repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet (A/72/684-E/2018/7) that Member States consider its funding from the regular budget resources to ensure adequate, predictable and sustainable funding. The Secretary-General cautioned that, without funding from the regular budget, the development system would be vulnerable to volatile voluntary funding, putting at risk the guarantee of a basic level of support for every country. Financing the resident coordinator system from assessed contributions would provide total oversight to the General Assembly over the budget of the resident coordinator system. Nevertheless, in its resolution 72/279, the Assembly decided on a hybrid funding model that relied predominately on voluntary contributions. In the same resolution, the Assembly requested that the Secretary-General submit for its consideration a review with recommendations on the functioning of the reinvigorated resident coordinator system, including its funding arrangement, before the end of its seventy-fifth session.

5.   The Secretary-General presented the results of that review to the General Assembly in his 2021 report entitled "Review of the functioning of the resident coordinator system: rising to the challenge and keeping the promise of the 2030 Agenda for Sustainable Development" (A/75/905), which drew upon Member State feedback, internal reviews and external assessments, as well as the independent surveys of Governments, United Nations entities and resident coordinators. The findings of the review indicated that the newly established resident coordinator system had made significant progress, with more work needed to scale up the system's capacities, which had been slowed by resource constraints, affecting the ability of the system to support countries in delivering on the 2030 Agenda. The Secretary-General also indicated that the funding model agreed to in Assembly resolution 72/279 was not delivering, and called upon the Assembly to decide to fund the resident coordinator system through the regular budget or, as an alternative, to update the current hybrid funding model to ensure that it generated predictable, sustainable and adequate funding by covering the voluntary contributions portion from the regular budget.

6.   In recent reports to the Economic and Social Council (A/77/69-E/2022/47 and A/78/72-E/2023/59), the Secretary-General reiterated the challenges faced owing to the inadequate provision of voluntary contributions. Notwithstanding significant efforts to ensure adequate and more predictable funding, voluntary contributions to the resident coordinator system continued to remain insufficient and were not provided in a consistent, predictable manner.

7.   The General Assembly, in its resolution 76/4 on the review of the functioning of the reinvigorated resident coordinator system, strongly urged all Member States to provide voluntary contributions, as possible, equivalent to or above their relative share, to the funding of the resident coordinator system. The Assembly requested the Secretary-General to closely monitor the funding situation of the resident coordinator system and to report annually on progress made in generating adequate, predictable and sustainable funding for the resident coordinator system as part of his existing reporting to the Economic and Social Council at its operational activities for development segment. The Assembly invited the Secretary-General to provide recommendations for its consideration should the proper functioning of the reinvigorated resident coordinator system not be enabled through the generation of adequate, predictable and sustainable funding. Furthermore, the Assembly underscored the importance of preserving and utilizing the strengthened capacities of the reinvigorated resident coordinator system for coherent and effective responses by the development system.

8.   More than two years after the decision by Member States to provide sufficient voluntary contributions as called for in General Assembly resolution 76/4, funding from voluntary contributions has not improved. The continual underfunding of the resident coordinator system has demonstrably affected the functioning of the system, undermining the coordination required for a more effective and accountable development system and support for countries facing difficult prospects of recovery.

9.   The call for the full and rapid implementation of the 2030 Agenda has never been more compelling. Poverty and hunger are growing. The climate emergency is escalating. Lives and livelihoods are at risk owing to overlapping food, energy and financial crises that have been amplified by conflict and other crises. Member States recommitted to the 2030 Agenda at the 2023 high-level political forum on sustainable development under the auspices of the General Assembly (the Sustainable Development Goals Summit). At the highest level, Member States stressed the importance of predictable and sustainable funding, and committed to fully supporting the United Nations development system. The best chance of achieving the transformative and integrated agenda is with a transformed and integrated development system. This requires a well-resourced resident coordinator function that supports a new generation of United Nations country teams to deliver coherent support for the national needs and priorities of Member States. The reforms have brought the United Nations development system a long way in this regard. However, the continual gap in funding the resident coordinator system threatens the gains made thus far and jeopardizes the ability of the Organization to support countries in their efforts to accelerate progress towards the Goals.

10.   The Economic and Social Council, in its resolution 2023/31, expressed concern regarding the continual shortfall in funding to the resident coordinator system, noted the critical importance of dialogue with Member States on the resident coordinator system, and looked forward to the launch of a transparent and inclusive consultation process as mentioned in the report of the Secretary-General to the 2023 operational activities for development segment of the Economic and Social Council (A/78/72-E/2023/59), before a formal proposal was submitted to the General Assembly.

11.   In the present report, it is proposed that the funding shortage be addressed in a definitive manner, informed by the informal consultation process led by the Deputy Secretary-General with Member States and across the entire membership, through three plenary consultations and regional group discussions in the last quarter of 2023. Technical briefings and supplemental material were provided during the discussions to facilitate substantive engagement in the consultations.

12. Specific proposals outlined in the present report include: (a) replacing the voluntary contributions component with assessed contributions from the regular budget to secure sustainable and predictable funding; (b) converting 801 posts funded from voluntary contributions to regular budget funding, which would be managed as part of the staffing table; (c) changing the regular budget structure, which would include the establishment of new budget part XIV, Development coordination, and new budget section 36, Resident coordinator system, and include regular budget resources to support the resident coordinator system, including the redeployment of the current appropriation of $13.4 million from section 1 to new budget section 36; and (d) renumbering existing budget part XIV, Staff assessment, and budget section 36, Staff assessment, as budget part XV and budget section 37, respectively.

II. A case for addressing the funding gap

13. Since the adoption of General Assembly resolution 72/279, the reinvigorated resident coordinator system has made great strides in ensuring that the United Nations development system offer is aligned with national development policies, plans, needs and priorities. A new set of tools for joint analysis and action at the country level was introduced, including United Nations Sustainable Development Cooperation Frameworks. The Frameworks are prepared and finalized in full consultation with national Governments and serve as the primary and overarching engagement framework for the United Nations development system at the country level. The extensive adjustment to the resident coordinator profile brought together a more diverse cohort of resident coordinators and significantly improved geographical representation, with over 55 per cent of resident coordinators coming from developing countries in January 2024 compared with 46 per cent in 2019.

14. Comprehensive annual surveys conducted by the Department of Economic and Social Affairs, and insights from independent, impartial evaluations, in particular those already completed by the United Nations Sustainable Development Group System-wide Evaluation Office, have provided a rich data set through which to identify changes over time and gain insight into the impact of the development system reforms.

15. In the most recent Department of Economic and Social Affairs survey of host Governments (2023), 87 per cent of all respondents reported that resident coordinators served as a strengthened entry point for the United Nations development system offer – an increase of 35 per cent since 2019 – before the strengthening of the resident coordinator system. In all, 95 per cent of small island developing States reported that they were satisfied with the alignment of United Nations development system support with their needs, a significant increase from 75 per cent in 2019. Every least developed country and every landlocked developing country that completed the survey reported that the activities of the United Nations development system were closely aligned with their needs and priorities. A total of 93 per cent of middle-income countries reported that they had received integrated policy advice that was tailored to their needs and priorities, compared with only 79 per cent in 2019.

16. Resident coordinators now do more than simply coordinate United Nations country teams. They are pivotal in identifying solutions to advance national priorities and accelerating the achievements of the Goals, tailoring support according to the country context. They do so by engaging with national authorities and brokering the most strategic entry points to ensure that the right set of United Nations capacities come together to address identified needs. They utilize their convening power to bring the United Nations development system together to deliver more than the sum of its parts, coordinating expertise and resources at the country, regional and global levels.

They facilitate strategic engagement and partnerships across United Nations entities, governments, development partners, international financial institutions and non-traditional partners, including for innovative development solutions and financing. In 2022, through cooperation frameworks, resident coordinators coordinated $12 billion in country-level development expenditures globally. Resident coordinators also enable coherent delivery across humanitarian, peace and development operations in complex settings. Through integrated approaches, the resident coordinator ensures complementary country-level plans and programming to build resilience and advance sustainable development. It is the resident coordinator who acts as first responder and coordinator of United Nations action when disasters strike in countries with no humanitarian presence, and it is the resident coordinator who takes on the role of leading the United Nations presence in, for example, Mali and the Sudan as the withdrawal of the United Nations Multidimensional Integrated Stabilization Mission in Mali and the United Nations Integrated Transition Assistance Mission in the Sudan is being completed.

17. The impact of the work of resident coordinators is creating tangible results. In Namibia, the Resident Coordinator Office convened the International Monetary Fund (IMF) and the United Nations country team for the first time. This was the start of a process that led to IMF issuing its first Rapid Financing Instrument to Namibia, of $271 million. In Thailand, following direct engagement of the United Nations country team facilitated by the resident coordinator, the Government has made ambitious announcements on the reduction of agriculture- and energy-related emissions, the phasing out of coal and mobilizing domestic financing for a green economy transition, and issued sustainability-linked bonds. For the first time, private and public financiers and provincial authorities are coming together to design these impactful bonds and unlock both national and international finance. In Jordan, the Resident Coordinator worked with the country team to kick-start a campaign to support the transformation of food systems, which received widespread, high-profile television coverage. In Mozambique, the Resident Coordinator facilitated country team contributions to the Government-IMF negotiations to try to secure an Extended Credit Facility of $456 million. Further information on coordination results and specific case studies are available in the online resident coordinator system library (https://un-dco.org/stories/online-rc-system-library).

18. Resident coordinators also ensure streamlined support for countries in the wake of natural disasters. In Pakistan, the Resident Coordinator Office was instrumental in mobilizing more than $9 billion in pledges for the Resilient Recovery, Rehabilitation and Reconstruction Framework and the Floods Response Plan in 2023. The Resident Coordinator Office also facilitated a national master plan spanning economic, environmental and social measures for the Indus River ecosystem, which has become the blueprint for a long-term approach to climate change, beyond disaster response. In Cuba, following the devastating Hurricane Ian in 2022, the Resident Coordinator brought together policy expertise from across the country team to develop a plan of action, which mobilized nearly $15 million for immediate assistance. In Haiti, the Resident Coordinator played a pivotal role in generating $600 million in pledges following the 2021 earthquake affecting the southern peninsula. Resident coordinators led critical United Nations responses in the wake of recent disasters in Morocco, Nigeria, Saint Vincent and the Grenadines and Tonga, among other countries. As the impacts of climate change are felt increasingly, the gravity of this role will only increase.

19. The resident coordinator system also plays a critical role in advancing operational efficiencies generated across the entirety of the United Nations development system. Resident coordinators drive more joint approaches to United Nations operations by identifying and operationalizing opportunities for operational

collaboration. These efficiency gains are redirected back into programming by respective United Nations agencies, funds and programmes at the country level.

20.   The reinvigorated resident coordinator system has also enhanced accountability for results. In 2023, all resident coordinator offices prepared an annual report on United Nations country team results, compared with only 64 per cent at the start of the reforms, in 2019. Host countries are reporting increased levels of satisfaction with the reports. At the global level, Member States have full visibility of the results of both the resident coordinator system and the United Nations development system through the use of new tools, such as the multi-annual resident coordinator system results framework, adopted in 2023, the United Nations Sustainable Development Group Output Indicator Framework, the UN-Info system-wide information platform and the Development Coordination Office website.

21.   Notwithstanding these positive findings, the surveys indicate that significant work remains. Persisting global challenges and new unfolding crises with ubiquitous impact continue to raise the bar for support required by Governments. The resident coordinator system must be fully equipped to respond to these increasing demands and to provide appropriate support to host countries.

22.   The chronic underfunding of the resident coordinator system has undermined the deployment of required capacities in support of countries. While the persisting shortfall in voluntary contributions has been managed through a combination of prudent financial management and the freezing of recruitment in 2023, it has prevented resident coordinator offices from responding effectively to the ambition of Member States set out in the 2030 Agenda and the quadrennial comprehensive policy review of operational activities for development of the United Nations system in many cases. This has meant scaling back capacities in critical development areas, including to support United Nations country teams' joint analysis, planning, programming, advocacy and joint resource mobilization and leveraging of development financing to accelerate the advancement of the Goals. Furthermore, the United Nations Country Coordination Fund, which enables the resident coordinator to convene partners and work with local authorities to leave no one behind in the country, was reduced from an envisioned $35 million globally to an actual $12 million in 2023, resulting in a reduction of funding for activities in 98 Resident Coordinator Offices.

23.   The impact of reduced funding has resulted in:

(a)   Missed opportunities to mobilize resources for development priorities. For example, in a country in Africa, six bankable projects were compromised by significant delays in the execution of necessary agreements, follow-up with donors and coordination with financial institutions. Similarly, resource mobilization efforts regarding the United Nations Sustainable Development Cooperation Framework in a Resident Coordinator Office in Central Asia were drastically affected, resulting in a shortfall of $159.9 million for its implementation;

(b)   A decrease in the quality of support for United Nations country team engagement on macroeconomic issues. This comes at a time when Member States are facing unprecedented challenges in mobilizing and gaining access to development finance while weathering the storms of food and energy crises;

(c)   Instances in which Government requests for support have gone unfulfilled. Some resident coordinator offices in Eastern Europe and Latin America have had to discontinue or significantly downsize their agreed convening and coordination work with host Governments on youth engagement, hate speech and strategic foresight. The Resident Coordinator Office in a small island developing State could respond only in part to the request of the national planning ministry to convene development actors

on key Sustainable Development Goal transitions and the development of a new development plan. Notwithstanding the groundbreaking formulation of the first national financing framework in a country in Asia, a request from the Government for assistance with its implementation could largely not be met;

(d) Downsizing of travel and coordination resources, which has hampered efforts towards localization of the Goals to ensure inclusive approaches and reach those furthest behind. In a country in Africa, engagement with rural populations and the mobilization of bankable investments in the Goals were curtailed. In another country, consultations with national counterparts to develop Cooperation Framework joint workplans could not be held, meaning that there was no common workplan bringing together all United Nations agencies in the country;

(e) Curtailing of key monitoring and evaluation functions. A multi-country office has not been able to draw upon the full data, results and evaluation expertise needed to develop the common country analyses and country implementation plans for 2024 to 2025 to tailor the multi-country office support to the specific needs of the 10 countries serviced by the office. Similar challenges have arisen in Asian and Latin American countries where updates to the common country analyses were delayed;

(f) Compromised communication on crucial development issues. For example, in some countries, efforts to make the work of the United Nations available in the local language are on hold, affecting outreach efforts aimed at the local population.

24. The current funding situation is not sustainable. There are significant implications for a continual shortfall, including the potential need to review the footprint of the resident coordinator system and scale down support. However, this would inadvertently undermine collective efforts to fulfil the mandate of the United Nations and to achieve the 2030 Agenda and the Goals.

III. Proposal for sustainable funding

25. The annual resource requirements for the resident coordinator system under the special purpose trust fund as presented in the proposed programme budget for 2024 (A/78/6 (Sect. 1)) amount to $281.8 million to support offices covering 162 countries and territories, with 86 per cent of the requirements allocated to country coordination and the remaining 14 per cent distributed among the other components that support country coordination.

26. The resident coordinator system is currently funded through:

(a) A 1 per cent coordination levy on tightly earmarked, third-party, non-core contributions to United Nations development-related activities (estimated at $50.3 million for 2024);

(b) The United Nations Sustainable Development Group cost-sharing arrangement among United Nations development system entities (estimated at $77.5 million for 2024);

(c) Voluntary contributions to a dedicated trust fund (estimated at $154 million for 2024).

27. The 1 per cent coordination levy on tightly earmarked, third-party, non-core contributions to United Nations development activities, estimated at $50.3 million for 2024, and the cost-sharing arrangement among United Nations Sustainable Development Group entities, estimated at $77.5 million for 2024, will be retained. The proposal to transfer the portion of voluntary contributions to the regular budget

follows careful consideration and analysis of the current arrangements, as detailed below.

28. The 1 per cent coordination levy is dependent on tightly earmarked contributions to United Nations Sustainable Development Group entities. Collections fell short of the target amount from 2019 to 2021, and in 2022, $50.3 million was collected. At the time of reporting, the amount recorded for 2023 was $43.0 million.[1] Most levy contributions are received through the agency-administered option rather than at source, as initially mandated in General Assembly resolution 72/279. The Development Coordination Office has urged Member States to use the donor-administered option because it reduces transaction costs, increases certainty and reduces the impact on entities' programmatic budgets. In addition, levy contributions through the agency-administered option are received with a time lag.[2] If the levy were to be increased, it would take one or two years for the cash flows to increase. The levy also requires close monitoring and follow-up with Member States. The option of increasing the levy was not considered viable for the following reasons:

(a) The majority of levy contributions are typically allocated from within a donor's contribution amount, so increases to the levy would result in a further reduction in funding available for programming at the country level. This means that an increase in the levy would be largely at the expense of developing countries and United Nations development system's entities;

(b) There is a significant element of unpredictability, as the contribution from the levy varies year over year (between $40 million and $50 million). The year 2022 was the only year in which the full projected amount of $50.3 million was collected;

(c) In contrast to the original intent, the levy is administered predominantly by agencies – only three donors have administered it at source to date – which requires significant engagement by the Development Coordination Office and United Nations entities to follow up with Member States to ensure that the levy is appropriately and accurately applied to all eligible projects;

(d) As the levy is only applied to tightly earmarked funds, the amount collected may decrease if Member States shift away from providing tightly earmarked funds.

29. The cost-sharing arrangement from members of the United Nations Sustainable Development Group ($77.5 million for 2024) has proven to be a reliable and predictable source of funding for the resident coordinator system. The arrangement ensures the investment of United Nations entities in the reform agenda and the collective ownership and action of the United Nations Sustainable Development Group with regard to the 2030 Agenda. In its resolution 72/279, the General Assembly doubled the amount to be funded through cost-sharing. Entities rely on core funding to meet their obligations regarding the cost-sharing arrangements. However, core funding declined since 2019 as a share of total funding, and there are no signs that this trend will be reversed.[3] Therefore, any increase in the portion of funding coming from the cost-sharing formula would mean reduced funding for the core functions of the agencies. Increasing the amount funded through cost-sharing might lead to a

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[1] The final amount will be known by the end of the first quarter of 2024.

[2] International Public Sector Accounting Standards require levy intakes to be recorded as revenue when the agreement is usually signed. However, the cash is not usually received until one or two years thereafter. The delay is generally longer in multi-year agreements.

[3] Two thirds of net contributing countries surveyed in 2022 (10 out of 16) indicated that they had no plans to increase the amount or share of their core funding, as noted in the report of the Secretary-General on implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/78/72-E/2023/59).

reduction by the agencies of their country presence in order to curtail their obligations under the cost-sharing arrangement. Given the potential negative impact on the support of United Nations country teams for countries, which might undermine the ability of countries to implement the Goals, no changes are proposed to the current cost-sharing arrangement, including the Secretariat's current contribution of $13.4 million.

30.   With regard to the third source of funding, the Secretary-General proposes to convert post and non-post resources financed from voluntary contributions to assessed contributions under the regular budget. In converting them to the regular budget, the amount of $154 million was subsequently adjusted to $145.2 million to take into account vacancy rates approved by the General Assembly for regular budget posts for 2024, as further explained in paragraph 37 of the present report. The proposal takes into account the persisting and significant shortfall in voluntary contributions against the target since the inception of the resident coordinator system, in 2019, with the highest shortfall recorded in 2022. Amounts collected on the basis of donors' intended year of contribution included $123.3 million in 2019 (a shortfall of $30.7 million against the target), $85.9 million in 2020 (a shortfall of $68.1 million), $92.2 million in 2021 (a shortfall of $61.8 million), $69.0 million in 2022 (a shortfall of $85.0 million) and $89.6 million in 2023 (a shortfall of $64.4 million). The option of funding the voluntary contributions in part from the regular budget, with the remaining portion still covered by voluntary contributions, was not considered viable. Continued reliance on voluntary contributions for core activities would result in the same issues of underfunding and lack of predictability of funds for the resident coordinator system, for which a long-term solution is presently sought. As the Secretary-General said at the operational activities for development segment of the 2023 session of the Economic and Social Council, the resident coordinator system is the anchor for all our efforts to support countries in achieving the 2030 Agenda.

IV.   Revised budget structure

31.   The Secretary-General proposes changes to the budget structure to reflect the conversion from voluntary to assessed contributions as follows:

        (a)   The creation of new budget part XIV, Development coordination, and new budget section 36, Resident coordinator system, under the regular budget;

        (b)   The renumbering of existing budget part XIV, Staff assessment, and existing section 36, Staff assessment, to budget part XV and section 37, respectively.

32.   The new budget part and section would distinguish the coordination role of the resident coordinator system that would complement the various programmes and sections falling under the budget parts International cooperation for development and Regional cooperation for development, the Regular programme of technical cooperation section and the Development Account.

33.   The standalone budget section would include details on the resource requirements proposed for funding from the regular budget, including presentation of a staffing table and resources by object of expenditure and component, and would facilitate a focused review of the resource proposals. Extrabudgetary resources from the cost-sharing arrangements and the 1 per cent levy would continue to be included for information.

34.   The stand-alone budget section would also include the Secretariat's share of the cost-sharing arrangement in the United Nations Sustainable Development Group ($13.4 million) that is currently included under section 1, Overall policymaking,

direction and coordination, of the proposed programme budget. The present report proposes redeployment of the amount of $13.4 million and the related programme plan to proposed new budget section 36.

35.   In line with paragraph 10 of General Assembly resolution 77/267, future resource requirements for the programme budget, including the staffing table (part III of the proposed programme budget document), would be submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

36.   In accordance with regulation 6.2 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, and subject to the decision of the General Assembly on the current proposal, the Secretary-General plans to submit to the Economic and Social Council a proposal to establish a new programme for new budget section 36. In line with paragraph 10 of Assembly resolution 77/267, part II of new budget section would be subject to review by the Committee for Programme and Coordination and the consideration of the Assembly.

V.   Revised estimates: overview of resources of the resident coordinator system

37.   The annual resource requirements for the resident coordinator system under the special purpose trust fund as presented in the proposed programme budget for 2024 (A/78/6 (Sect. 1)) amount to $281.8 million to support offices covering 162 countries and territories. With the proposed conversion from voluntary contributions to regular budget funding, a continuing vacancy rate has been applied to the costs of the proposed 801 posts, in line with the standard methodology. Pursuant to General Assembly resolution 78/252, a vacancy rate of 11.1 per cent for Professional staff and 9.1 per cent for General Service staff and related categories have been applied. Consequently, the amount under voluntary contributions has been adjusted from $154 million to $145.2 million, with a concomitant adjustment to the total requirements from $281.8 million to $273.0 million.

38.   The present section provides a breakdown of resources required to support the resident coordinator system. It includes details on the proposed conversion to $145.2 million and 801 posts currently funded from voluntary contributions to regular budget funding effective 1 January 2024, and on the redeployment of the resident coordinator system's programme budget under section 1, Overall policymaking, direction and coordination, to new budget section 36, Resident coordinator system. Available extrabudgetary resources already recorded for 2024 would be used as a reimbursable bridging mechanism to cover the resource requirements proposed in the present report from the start of the year pending a decision by the General Assembly.

39.   The overall resource requirements for 2024 proposed under the regular budget to support the resident coordinator system, by budget section, are reflected in table 1.

Table 1
Summary of overall resource requirements under the regular budget to support the resident coordinator system, by budget section

(Thousands of United States dollars)

	Included in the proposed programme budget for 2024[a]	Additional requirements for 2024	Total requirements for 2024
Section 29B, Department of Operational Support	–	1 530.0	1 530.0
Section 36, Resident coordinator system	13 442.5	143 681.3	157 123.8
Total, excluding staff assessment	**13 442.5**	**145 211.3**	**158 653.8**
Section 37, Staff assessment	–	14 891.9	14 891.9
Total, including staff assessment	**13 442.5**	**160 103.2**	**173 545.7**

[a] The amount of $13.4 million represents the Secretariat share of the cost-sharing arrangement in the United Nations Sustainable Development Group that is currently approved under section 1 and proposed to be redeployed to new budget section 36, Resident coordinator system.

40. The overall distribution of the resources by component, object of expenditure and funding source is reflected in tables 2 and 3.

Table 2
Financial resources by component under the regular budget and the special purpose trust fund

(Thousands of United States dollars)

	2023 expenditure (extrabudgetary)[a]	2024 estimates		Total 2024 estimates
		Additional regular budget estimates	Extrabudgetary[b]	
Component	(a)	(b)	(c)	(d)=(b)+(c)
A. Executive direction and management	3 841.6	4 186.6	287.2	4 473.8
B. Programme of work				
1. Global coordination	12 949.1	13 385.5	1 682.7	15 068.2
2. Regional coordination	9 157.7	8 124.8	2 264.8	10 389.6
3. Country coordination	169 024.7	114 008.8	120 186.5	234 195.3
Subtotal, B	**191 131.5**	**135 519.1**	**124 134.0**	**259 653.1**
C. Programme support	10 651.3	5 505.6	3 405.2	8 910.8
Total	**205 624.4**	**145 211.3**	**127 826.4**	**273 037.7[c]**

[a] At the time of reporting, the 2023 expenditure presented in this table and subsequent tables was not final and may be subject to adjustments.

[b] Includes, for this table and subsequent tables, the Secretariat's share of the cost-sharing arrangement in the United Nations Sustainable Development Group, to be disbursed as a grant. Although it is funded from the regular budget, for the sake of simplicity, it is reflected under extrabudgetary resources since it contributes to the overall figure of $77.5 million under the cost-sharing arrangement and is transferred to the special purpose trust fund.

[c] See the explanation of the resource requirements for the resident coordinator system in para. 37 of the present report.

Table 3
Financial resources by object of expenditure and component under the regular budget and the special purpose trust fund

(Thousands of United States dollars)

		2024 estimates		
	2023 expenditure (extrabudgetary)	*Regular budget*	*Extrabudgetary*	*2024 estimate*
Object of expenditure	*(a)*	*(b)*	*(c)*	*(d)=(b)+(c)*
Posts	146 580.5	99 291.8	58 685.4	157 977.2
Other staff costs	9 954.4	2 267.3	1 104.9	3 372.2
Hospitality	166.1	–	1 106.9	1 106.9
Consultants	6 107.8	–	22 933.5	22 933.5
Travel of staff	7 220.7	9 237.1	3 055.2	12 292.3
Contractual services	10 506.5	4 338.4	22 783.2	27 121.6
General operating expenses	22 992.1	28 337.7	15 494.7	43 832.4
Supplies and materials	732.8	1 458.5	11.5	1 470.0
Furniture and equipment	1 363.5	280.5	2 651.1	2 931.6
Total (net of staff assessment)	**205 624.4**	**145 211.3**	**127 826.4**	**273 037.7**[a]

[a] See the explanation of the resource requirements for the resident coordinator system in para. 37 of the present report.

41. Table 4 reflects the post resources under the resident coordinator system by component, level and funding source.

Table 4
Post resources by component and level under the regular budget and the special purpose trust fund for 2024

(Number of posts)

	Professional and higher									GS and related		National staff		
Component	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Subtotal*	*PL*	*OL*	*NPO*	*LL*	*Total*
Resident coordinator system														
A. Executive direction and management	–	1	1	–	5	3	4	–	14	2	1	–	–	17
Regular budget	–	1	1	–	5	3	4	–	14	2	1	–	–	17
Extrabudgetary	–	–	–	–	–	–	–	–	–	–	–	–	–	–
B. Programme of work														
1. Global coordination	–	–	–	2	10	25	13	–	50	–	3	–	–	53
Regular budget	–	–	–	2	10	25	13	–	50	–	3	–	–	53
Extrabudgetary	–	–	–	–	–	–	–	–	–	–	–	–	–	–
2. Regional coordination	–	–	5	1	8	13	6	–	33	–	–	–	8	41
Regular budget	–	–	5	1	8	13	6	–	33	–	–	–	8	41
Extrabudgetary	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Note: The following abbreviations are used in the tables: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officers; USG, Under-Secretary-General.

Component	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Subtotal	PL	OL	NPO	LL	Total
					Professional and higher					_GS and related_		_National staff_		
3. Country coordination	–	3	40	75	91	129	2	–	340	–	–	413	396	1 149
Regular budget	–	3	40	75	82	26	–	–	226	–	–	43	396	665
Extrabudgetary	–	–	–	–	9	103	2	–	114	–	–	370	–	484
Subtotal, B	–	3	45	78	109	167	21	–	423	–	3	413	404	1 243
Regular budget	–	3	45	78	100	64	19	–	309	–	3	43	404	759
Extrabudgetary	–	–	–	–	9	103	2	–	114	–	–	370	–	484
C. Programme support	–	–	–	1	3	11	3	–	18	6	1	–	–	25
Regular budget	–	–	–	1	3	11	3	–	18	6	1	–	–	25
Extrabudgetary	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total 2024 estimates, section 36	–	4	46	79	117	181	28	–	455	8	5	413	404	1 285
Regular budget	–	4	46	79	108	78	26	–	341	8	5	43	404	801
Extrabudgetary	–	–	–	–	9	103	2	–	114	–	–	370	–	484

42.   The proposed conversion of $145.2 million, including 801 posts (see table 4) to regular budget funding comprises $99.3 million under posts and $45.9 million under non-posts, as detailed below.

43.   **Posts**: the amount of $99.3 million would cover the costs of the proposed conversion of 801 posts under the resident coordinator system, effective on 1 January 2024 (see table 4). The 801 posts include: (a) 118 Resident Coordinator posts performing strategic leadership and decision-making functions; (b) a total of 136 posts in the Development Coordination Office performing managerial and oversight functions of the resident coordinator system under executive direction and management (17), global coordination (53), regional coordination (41) and programme support (25); and (c) 547 posts in resident coordinator offices in five regions under country coordination that perform core managerial and administrative functions, including Strategic Planning Officers, Multi-Country Office Coordination Officers/Specialists, and administrative support staff across 148 locations. The conversion of 801 posts includes all posts at the D-1 level and above that were subject to review and subsequently concurred by the Advisory Committee on Administrative and Budgetary Questions through 31 December 2024, in line with General Assembly resolution 35/217. The proposal also reflects an increase of 341 international posts that would be subject to equitable geographical distribution under the system of desirable ranges. The organizational structure and distribution of posts proposed to be funded from the regular budget and extrabudgetary resources are reflected in annex I. Details on the functions of the 801 posts are reflected in annex II.

44.   **Non-post resources**: the amount of $45.9 million would cover mainly non-discretionary expenditures that are required to ensure the functioning of the resident coordinator offices and system, non-post provisions associated with the proposed conversion of 801 posts, and other expenditures, such as travel and translation costs, that are required to support resident coordinator offices in the field. The requirements by object of expenditure are summarized as follows:

      (a)   **Other staff costs**: the amount of $2.3 million would cover 50 per cent of the costs for 12 triple-hatted positions – Resident Coordinators who are Humanitarian Coordinators as well as Deputy Special Representatives of the Secretary-General, the

Deputy Special Coordinator or the Head of liquidation entity working at various peacekeeping and special political missions.[4] These positions are currently funded through a cost-sharing arrangement (50 per cent) with the resident coordinator system pursuant to General Assembly resolution 59/296;

(b) **Travel of staff**: the amount of $9.2 million would cover the travel of 132 resident coordinator offices for country-level field and project visits, and internationally for stakeholder and partnership engagement, for regional and global exchanges, including on thematic discussions. The estimate is based on an average of cost of $70,000 per resident coordinator office;

(c) **Contractual services**: the amount of $4.3 million would cover data-processing services and telephone/mobile costs for the converted 801 posts ($1.6 million) and provisions for interpretation and translation ($2.7 million) of multilingual material aimed at strengthening support for the work of the resident coordinator offices and enabling effective engagement and programming at the country level. The amount of $2.7 million is based on an average cost of $20,700 per resident coordinator office;

(d) **General operating expenses**: the amount of $28.3 million would provide primarily for non-discretionary expenditures to support the operations in 151 locations.[5] The amount of $28.3 million would cover mainly requirements of:

(i) $11.0 million for the rent and maintenance of the various premises of the resident coordinator system. The amount of $1.5 million would cover rental and maintenance costs for posts in New York and is proposed under section 29B, Department of Operational Support;

(ii) $9.9 million for the provision of various services by service providers, including location-dependent services that are required to ensure the functioning of the resident coordinator system;

(iii) $4.3 million to cover the cost of utilities for the premises of the resident coordinator system and vehicles in all field locations;

(iv) $1.3 million for rental of vehicles in the field locations of the resident coordinator system;

(v) $1.8 million to cover the cost of the web platforms of the resident coordinator system for joint United Nations country team planning, monitoring and coordination purposes;

(e) **Supplies and materials**: the amount of $1.5 million would provide mainly for the cost of stationery and office supplies for the 801 posts under the resident coordinator system, as well as other supplies and materials to support resident coordinator offices;

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[4] The United Nations Assistance Mission in Afghanistan, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the United Nations Integrated Office in Haiti, the United Nations Assistance Mission for Iraq, the United Nations Special Coordinator for Lebanon, the United Nations Support Mission in Libya, the liquidating entity following the closure of the United Nations Multidimensional Integrated Stabilization Mission in Mali, the United Nations Assistance Mission in Somalia, the United Nations Mission in South Sudan, the United Nations Integrated Transition Assistance Mission in the Sudan and the United Nations Special Coordinator for the Middle East Peace Process in Jerusalem.

[5] The 151 locations include the 132 Resident Coordinator Offices, the locations of 16 outposted multi-country office country coordination officers at the National Professional Officer level and 3 additional locations where the Development Coordination Office operates.

(f)   **Furniture and equipment**: the amount of $0.3 million would provide for the replacement of office automation equipment (laptops) for the converted 801 posts under the resident coordinator system.

45.   The remaining 484 posts (114 Professional staff and 370 National Professional Officers) under the country coordination component that would continue to be funded from extrabudgetary resources cover functions in resident coordinator offices that require an element of agile management. The posts cover the areas of data management and results monitoring; economic transformation; partnerships and resource mobilization; and communication and advocacy. The related functions are performed by staff at the P-3, P-4, P-5 and National Professional Officer levels. The grade level for a function in each country is determined by the country's specific needs and the national Government's expectations and demands on United Nations country teams. Information on extrabudgetary posts will continue to be provided in context of the proposed programme budget and the posts would be administered in line with the United Nations staff regulations and rules. The total cost of the 484 posts is estimated at $58.7 million and can be covered from the cost-sharing amount of $77.5 million. Similarly, non-post provisions amounting to $69.1 million would continue to be funded from extrabudgetary resources, and would cover mainly requirements of $35.0 million (mainly under consultants and contractual services that support resident coordinator system staff) to facilitate in-country United Nations country team planning, programming and monitoring, including through the development of cooperation frameworks and related evaluations, and remain critical in enabling the resident coordinator to facilitate collaboration among United Nations entities and convene partners on issues of key importance. The provision also includes an amount of $34.1 million that would cover, inter alia, general operating expenses, travel of staff at Headquarters and regional teams, temporary staff for sick or maternity leave replacement, hospitality requirements and other non-post expenditures that are generally not fixed costs by nature.

Budget by component

Executive direction and management

46.   The proposed resources under executive direction and management would provide for the Office of the Assistant Secretary-General for Development Coordination. The Office provides strategic planning for the resident coordinator system, supports the Chair, the Vice-Chair, the principals and the working mechanisms of the United Nations Sustainable Development Group and monitors strategic aspects of implementation and progress tracking of the quadrennial comprehensive policy review of operational activities for development. The Office is responsible for managing engagement with the Member States and ensuring the oversight of Member States of the resident coordinator system for increased accountability towards Member States, including by the General Assembly and the Economic and Social Council, and forging strategic partnerships for the mobilization of extrabudgetary resources for the resident coordinator system. The Office also provides substantive engagement and liaison with the highest bodies of decision-making of the United Nations and other departments to ensure greater operational coherence in delivering on the mandate of the resident coordinator system. The Assistant Secretary-General is responsible for the management and oversight of the resident coordinator system, including the resident coordinators.

47.   The extrabudgetary resources for the resident coordinator system are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

48. The distribution of resources is reflected in tables 5 and 6.

Table 5
Resource requirements: executive direction and management
(Thousands of United States dollars/number of posts)

	Resources			Posts	
	---	---	---	---	---
Category	2023 expenditure (extrabudgetary)	2024 estimate Regular budget	2024 estimate (extrabudgetary)	Regular budget[a]	Extrabudgetary
Post	3 283.8	3 870.7	–	17	–
Non-post	557.8	315.9	287.2	–	–
Total	**3 841.6**	**4 186.6**	**287.2**	**17**	**–**

[a] 1 ASG, 1 D-2, 5 P-5, 3 P-4, 4 P-3, 2 GS (PL) and 1 GS (OL).

Table 6
Requirements by object of expenditure: executive direction and management
(Thousands of United States dollars)

	2023 expenditure (extrabudgetary)	2024 estimates		2024 estimate
	---	---	---	---
		Regular budget	Extrabudgetary	
Object of expenditure	(a)	(b)	(c)	(d)=(b)+(c)
Posts	3 283.8	3 870.7	–	3 870.7
Other staff costs	80.8	–	88.2	88.2
Hospitality	–	–	8.6	8.6
Consultants	–	–	10.0	10.0
Travel of staff	156.7	–	180.4	180.4
Contractual services	37.3	34.5	–	34.5
General operating expenses	280.9	272.0	–	272.0
Supplies and materials	0.8	3.4	–	3.4
Furniture and equipment	1.3	6.0	–	6.0
Total (net of staff assessment)	**3 841.6**	**4 186.6**	**287.2**	**4 473.8**

49. Total resource requirements of $4,186,600 are proposed under the regular budget to support the component, executive direction and management. The breakdown of resource requirements by budget section and object of expenditure is reflected below.

Section 36, Resident coordinator system

(a) **Posts**: the provision of $3,870,700 would cover the costs for the proposed conversion of 17 posts (1 Assistant Secretary-General, 1 D-2, 5 P-5, 3 P-4, 4 P-3, 2 General Service (Principal level) and 1 General Service (Other level)) that are funded from extrabudgetary resources to regular budget funding. Details on the functions of the 17 posts are provided in annex I;

(b) **Contractual services**: the provision of $34,500 would cover the cost of data-processing and telephone/mobile services for the 17 posts;

(c)   **Supplies and materials**: the provision of $3,400 would cover the cost of stationery and office supplies for the 17 posts;

(d)   **Furniture and equipment**: the provision of $6,000 would provide for the replacement of office automation equipment (laptops) for the 17 posts in line with the replacement cycle;

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(e)   **General operating expenses**: The provision of $272,000 would cover rental and maintenance costs for 16 posts at Headquarters. The rental costs for the remaining post is covered under the regional coordination component.

Global coordination

50.   Under global coordination, branches and sections of the Development Coordination Office at Headquarters work with entities and mechanisms of the United Nations Sustainable Development Group and the broader United Nations system to improve the strategic and operational coherence of operational activities for development. They do this by fostering system-wide approaches for integrated policy priorities that accelerate the achievement of the 2030 Agenda. They also provide strategic guidance to United Nations country teams for joint analysis, planning, programming, monitoring and assessment of cooperation frameworks, as well as guidance for joint communications and advocacy regarding the Goals and the advancement of system-wide operational efficiencies. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the Resident Coordinator System Leadership Branch, the Country Business Strategies Section and the Communications and Results Reporting Section.

51.   The distribution of resources for global coordination is reflected in tables 7 and 8.

Table 7
Resource requirements: global coordination
(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2023 expenditures (extrabudgetary)	*2024 estimate Regular budget*	*2024 estimate (extrabudgetary)*	*2024 estimate Regular budget[a]*	*2024 estimate (extrabudgetary)*
Post	9 622.4	12 449.7	–	53	–
Non-post	3 326.7	935.8	1 682.7	–	–
Total	**12 949.1**	**13 385.5**	**1 682.7**	**53**	**–**

[a] 2 D-1, 10 P-5, 25 P-4, 13 P-3 and 3 GS (OL).

Table 8
Requirements by object of expenditure: global coordination
(Thousands of United States dollars)

	2023 expenditure (extrabudgetary)	2024 estimates		Total 2024 estimates
		Regular budget	Extrabudgetary	
Object of expenditure	(a)	(b)	(c)	(d)=(b)+(c)
Posts	9 622.4	12 449.7	–	12 449.7
Other staff costs	619.3	–	297.8	297.8
Consultants	1 123.7	–	315.1	315.1
Travel of staff	84.6	–	255.4	255.4
Contractual services	634.0	106.0	814.4	920.4
General operating expenses	862.0	799.0	–	799.0
Supplies and materials	1.8	12.2	–	12.2
Furniture and equipment	1.3	18.6	–	18.6
Total	**12 949.1**	**13 385.5**	**1 682.7**	**15 068.2**

52. Total resource requirements of $13,385,500 are proposed under the regular budget to support the component Global coordination. The breakdown of resource requirements by budget section and object of expenditure is reflected below.

Section 36, Resident coordinator system

(a) **Posts**: the amount of $12,449,700 would cover the costs for the proposed conversion of 53 posts (2 D-1, 10 P-5, 25 P-4, 13 P-3 and 3 General Service (Other level)) that are funded from voluntary contributions to regular budget funding. Details on the functions of the 53 posts are reflected in annex II;

(b) **Contractual services**: the amount of $106,000 would provide for data-processing and telephone/mobile services for the 53 posts;

(c) **Supplies and materials**: the amount of $12,200 would provide for stationery and office supplies for the 53 posts;

(d) **Furniture and equipment**: the amount of $18,600 would provide for the replacement of office automation equipment (laptops) for the 53 posts;

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(e) General operating expenses: the amount of $799,000 would cover rental and maintenance costs for the 47 posts at Headquarters. The 6 remaining posts are in the regional teams, and the related rental costs are covered under the regional coordination component.

Regional coordination

53. The regional teams of the resident coordinator system provides support for country-level coordination. They focus on day-to-day management and support for coherent and effective delivery of operational activities for development by resident coordinators and United Nations country teams through integrated policy programming and operational support, together with the regional teams of the United Nations Sustainable Development Group and the United Nations regional economic

and social commissions. The regional level of the Development Coordination Office enables tailored and dedicated support for different regions across the world, being close to the point of delivery and in charge of a select number of country contexts.

54.   The distribution of resources at the regional level is reflected in tables 9 and 10.

Table 9
Resource requirements: regional coordination

(Thousands of United States dollars/number of posts)

	Resources			Posts	
	---	---	---	---	---
Category	2023 expenditures (extrabudgetary)	2024 estimate Regular budget	2024 estimate (extrabudgetary)	2024 estimate Regular budget	2024 estimate (extrabudgetary)
Post	6 910.3	7 603.6	–	41[a]	–
Non-post	2 247.4	521.2	2 264.8	–	–
Total	**9 157.7**	**8 124.8**	**2 264.8**	**41**	**–**

 [a] 5 D-2, 1 D-1, 8 P-5, 13 P-4, 6 P-3 and 8 national staff (LL).

Table 10
Requirements by object of expenditure: regional coordination

(Thousands of United States dollars)

	2023 expenditure (extrabudgetary)	2024 estimates		Total 2024 estimates
	---	---	---	---
		Regular budget	Extrabudgetary	
Object of expenditure	(a)	(b)	(c)	(d)=(b)+(c)
Posts	6 910.3	7 603.6	–	7 603.6
Other staff costs	716.9	–	482.4	482.4
Hospitality	–	–	11.9	11.9
Consultants	194.4	–	108.4	108.4
Travel of staff	472.4	–	1 566.1	1 566.1
Contractual services	125.6	89.6	40.0	129.6
General operating expenses	674.4	404.8	–	404.8
Supplies and materials	12.0	12.4	–	12.4
Furniture and equipment	51.7	14.4	56.0	70.4
Total	**9 157.7**	**8 124.8**	**2 264.8**	**10 389.6**

55.   Total resource requirements of $8,124,800 are proposed under the regular budget to support the component Regional coordination. The breakdown of resources requirements by budget section and object of expenditure is reflected below.

Section 36, Resident coordinator system

        (a)   **Posts**: The amount of $7,603,600 would cover the costs for the proposed conversion of 41 posts (5 D-2, 1 D-1, 8 P-5, 13 P-4, 6 P-3 and 8 national staff (Local level)) that are funded from voluntary contributions to regular budget funding. Details on the functions of the 41 posts are reflected in annex II;

        (b)   **Contractual services**: the amount of $89,600 would provide for data-processing and telephone/mobile services for the 41 posts;

(c) **General operating expenses**: the amount of $404,800 would provide for rental and maintenance costs for 46 posts located in several locations in the regions;

(d) **Supplies and materials**: the amount of $12,400 would provide for stationery and office supplies for the 41 posts;

(e) **Furniture and equipment**: the amount of $14,400 would provide for the replacement of office automation equipment (laptops) for the 41 posts;

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(f) **General operating expenses**: the amount of $85,000 would provide for rental and maintenance costs for five posts located at Headquarters.

Country coordination

56. Country coordination consists of the work that resident coordinators undertake with the support of resident coordinator offices in leading a new generation of United Nations country teams and development system support for the implementation of the 2030 Agenda at the country level. This independent, impartial and empowered coordination function is carried out in line with national priorities, needs and planning frameworks under the ownership and leadership of programme countries, for a coherent, effective, efficient and accountable response to country-specific needs, to maximize the impact of United Nations support and the sustainability of development results.

57. The distribution of resources for country coordination is reflected in tables 11 and 12.

Table 11
Resource requirements: country coordination
(Thousands of United States dollars/number of posts)

	Resources			Posts	
Category	*2023 expenditure (extrabudgetary)*	*2024 estimate Regular budget*	*2024 estimate (extrabudgetary)*	*2024 estimate Regular budget*	*2024 estimate (extrabudgetary)*
Post	122 577.7	70 300.7	58 685.4	665[a]	484
Non-post	46 447.0	43 708.1	61 501.1	–	–
Total	**169 024.7**	**114 008.8**	**120 186.5**	**665**	**484**

[a] 3 ASG, 40 D-2, 75 D-1, 82 P-5, 26 P-4, 43 NPO and 396 national staff (LL).

Table 12
Requirements by object of expenditure: country coordination
(Thousands of United States dollars)

| | 2023 expenditure (extrabudgetary) | 2024 estimates | | Total 2024 estimates |
| | | Regular budget | Extrabudgetary | |
Object of expenditure	(a)	(b)	(c)	(d)=(b)+(c)
Posts	122 577.7	70 300.7	58 685.4	128 986.1
Other staff costs	7 920.8	2 267.3	–	2 267.3
Hospitality	166.1	–	1 086.4	1 086.4
Consultants	4 789.7	–	22 500.0	22 500.0
Travel of staff	6 456.7	9 237.1	1 000.0	10 237.1
Contractual services	9 666.2	4 058.3	21 921.6	25 979.9
General operating expenses	15 510.2	26 487.9	12 405.5	38 893.4
Supplies and materials	718.2	1 424.7	–	1 424.7
Furniture and equipment	1 219.1	232.8	2 587.6	2 820.4
Total	**169 024.7**	**114 008.8**	**120 186.5**	**234 195.3**

58.   Total resource requirements of $114,008,800 are proposed under the regular budget to support the component country coordination. The breakdown of resource requirements by budget section and object of expenditure is reflected below.

Section 36, Resident coordinator system

(a)   **Posts**: the amount of $70,300,700 would cover the costs for the proposed conversion of 665 posts (3 Assistant Secretary-General, 40 D-2, 75 D-1, 82 P-5, 26 P-4, 43 National Professional Officer and 396 national staff (Local level)) that are funded from voluntary contributions to regular budget funding. Details on the functions of the 665 posts are reflected in annex I;

(b)   **Other staff costs**: the amount of $2,267,300 would cover 50 per-cent of the costs for 12 triple-hatted positions, as reflected in paragraph 44 (a) above;

(c)   **Travel of staff**: the amount of $9,237,100 would cover office travel requirements of 132 Resident Coordinator Offices within the host country for field and project visits, and internationally for stakeholder and partnership engagement, regional and global exchanges, including thematic discussions, averaging $70,000 per office in 2024;

(d)   **Contractual services**: the amount of $4,058,300 includes a provision of $1.3 million for data-processing and telephone/mobile services for the 665 posts at an average cost of $2,000 per post, and $2.7 million for interpretation and translation of various multilingual materials, including official publications, content on United Nations country team websites and official social media platforms, based on the average cost of $20,700 per resident coordinator office. The provision would strengthen advocacy and understanding of various development issues with national authorities, local partners, populations in need and the broader public;

(e)   **General operating expenses**: the amount of $26,487,900 would provide for non-discretionary expenditures to support the operations in 148 locations, including:

(i) $9.0 million for office rent for 86[6] Resident Coordinator Offices and 16 locations served by outposted multi-country office coordination offices;

(ii) $4.4 million to cover the cost of utilities for its premises and vehicles;

(iii) $1.3 million for rental of vehicles in its field locations;

(iv) $9.9 million for the provision of various services by country-level service providers that are required to ensure functioning of the resident coordinator offices and system;

(v) $1.8 million to cover the cost of its web platforms for joint United Nations country team planning, monitoring and coordination purposes;

(f)   **Supplies and materials**: the amount of $1,424,700 would provide for the cost of stationery and office supplies for the 665 posts and other expendable supplies and materials to support resident coordinator offices;

(g)   **Furniture and equipment**: the amount of $232,800 would provide for the replacement of office automation equipment (laptops) for the 665 posts.

Programme support

59.   The Resident Coordinator System Business Management Branch in the Development Coordination Office provide programme support services, with the overall objective of enabling the operations of the resident coordinator system and ensuring compliance of the system with Secretariat staff and financial rules and regulations. The Branch serves as the Executive Office of the Development Coordination Office and provides daily business services and administrative support to the Office and the resident coordinator system, including on human resources, information technology, finance, travel, procurement and systems platform management. It is responsible for the development and oversight of and reporting on the Office's budget. The Branch manages the operational relationship with the service providers of the resident coordinator system. It advises and provides backstopping support on business services to the Office's regional teams and resident coordinator offices. It coordinates and oversees resident coordinator system results-based management and budgeting and regular reporting, including to the Fifth Committee of the General Assembly. It is responsible for financial management and financial reporting on all sources of funds for the resident coordinator system. The Branch is also responsible for policy guidance on management accountability and oversight support for the resident coordinator system in coordination with other offices within the Secretariat and with external oversight and legislative bodies.

60.   The distribution of resources for programme support is reflected in tables 13 and 14.

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[6] As of January 2024, 46 host country Governments had donated the right to use office premises or lease office spaces at minimal costs to United Nations entities, including resident coordinator offices benefiting from these arrangements.

Table 13
Resource requirements: programme support
(Thousands of United States dollars/number of posts)

	Resources			Posts	
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Category	2023 expenditures (extrabudgetary)	2024 estimate Regular budget	2024 estimate (extrabudgetary)	2024 estimate Regular budget	2024 estimate (extrabudgetary)
Post	4 186.3	5 067.1	–	25[a]	–
Non-post	6 465.0	438.5	3 405.2	–	–
Total	**10 651.3**	**5 505.6**	**3 405.2**	**25**	**–**

  [a] 1 D-1, 3 P-5, 11 P-4, 3 P-3, 6 GS (PL) and 1 GS (OL).

Table 14
Requirements by object of expenditure: programme support
(Thousands of United States dollars)

| | | 2024 estimates | | |
	2023 expenditure (extrabudgetary)	Regular budget	Extrabudgetary	Total 2024 estimates
Object of expenditure	(a)	(b)	(c)	(d)=(b)+(c)
Posts	4 186.3	5 067.1	–	5 067.1
Other staff costs	616.6	–	236.5	236.5
Consultants	–	–	–	–
Travel of staff	50.3		53.3	53.3
Contractual services	43.4	50.0	7.2	57.2
General operating expenses	5 664.6	374.0	3 089.2	3 463.2
Supplies and materials	–	5.8	11.5	17.3
Furniture and equipment	90.1	8.7	7.5	16.2
Total	**10 651.3**	**5 505.6**	**3 405.2**	**8 910.8**

61.   Total resource requirements of $5,505,600 are proposed under the regular budget to support the component Programme support. The breakdown of resources requirements by budget section and object of expenditure is reflected below.

Section 36, Resident coordinator system

(a)   **Posts**: the provision of $5,067,100 would cover the costs for the proposed conversion of 25 posts (1 D-1, 3 P-5, 11 P-4, 3 P-3, 6 GS (PL) and 1 GS (OL)) that are funded from voluntary contributions to regular budget funding. Details on the functions of the 25 posts are reflected in annex II;

(b)   **Contractual services**: the provision of $50,000 would provide for data-processing and telephone/mobile services for the 25 posts;

(c)   **Supplies and materials**: the provision of $5,800 would provide for stationery and office supplies for the 25 posts;

(d)   **Furniture and equipment**: the provision of $8,700 would provide for the replacement of office automation equipment (laptops) for the 25 posts;

Section 29B, Department of Operational Support

(e)   **General operating expenses**: the provision of $374,000 would provide for rental and maintenance costs for 22 resident coordinator system programme support posts based in New York. The 3 remaining posts are located in the regional teams and the related rental costs are covered under the regional coordination component.

VI.   Summary of resource requirements

62.   The resource requirements for 2024 are detailed in table 15.

Table 15
Additional resource requirements

(Thousands of United States dollars)

	Included in the proposed programme budget for 2024[a]	*Additional requirements for 2024*	*Total requirements for 2024*
Section 29B, Department of Operational Support	–	1 530.0	1 530.0
Section 36, Resident coordinator system	13 442.5	143 681.3	157 123.8
Total, excluding staff assessment	**13 442.5**	**145 211.3**	**158 653.8**
Section 37, Staff assessment	–	14 891.9	14 891.9
Total, including staff assessment	**13 442.5**	**160 103.2**	**173 545.7**

[a] The amount of $13.4 million represents the Secretariat share of the cost-sharing arrangement in the United Nations Sustainable Development Group that is currently approved under section 1 and proposed to be redeployed to new budget section 36, Resident coordinator system.

63.   As indicated in table 15, additional resources totalling $145,211,300 would be required under the following sections of the proposed programme budget for 2024:

(a)   Section 29B, Department of Operational Support ($1,530,000);

(b)   Section 36, Resident coordinator system ($143,681,300).

64.   An additional amount of $14,891,900 would be required in 2024 under section 37, Staff assessment, to be offset by an equivalent amount under income section 1, Income from staff assessment.

VII.   Action requested of the General Assembly

65.   **The General Assembly is requested:**

(a)   **To approve, effective 1 January 2024, the changes proposed to the regular budget structure, including the establishment of new budget part XIV, Development coordination, and new budget section 36, Resident coordinator system, and the renumbering of existing budget part XIV, Staff assessment, and budget section 36, Resident coordinator system, as budget part XV and section 37, respectively;**

(b)   **To approve, effective 1 January 2024, the redeployment of the regular budget component for the resident coordinator system under section 1, Overall**

policymaking, direction and coordination, including the appropriation of $13,442,500 to new budget section 36, Resident coordinator system;
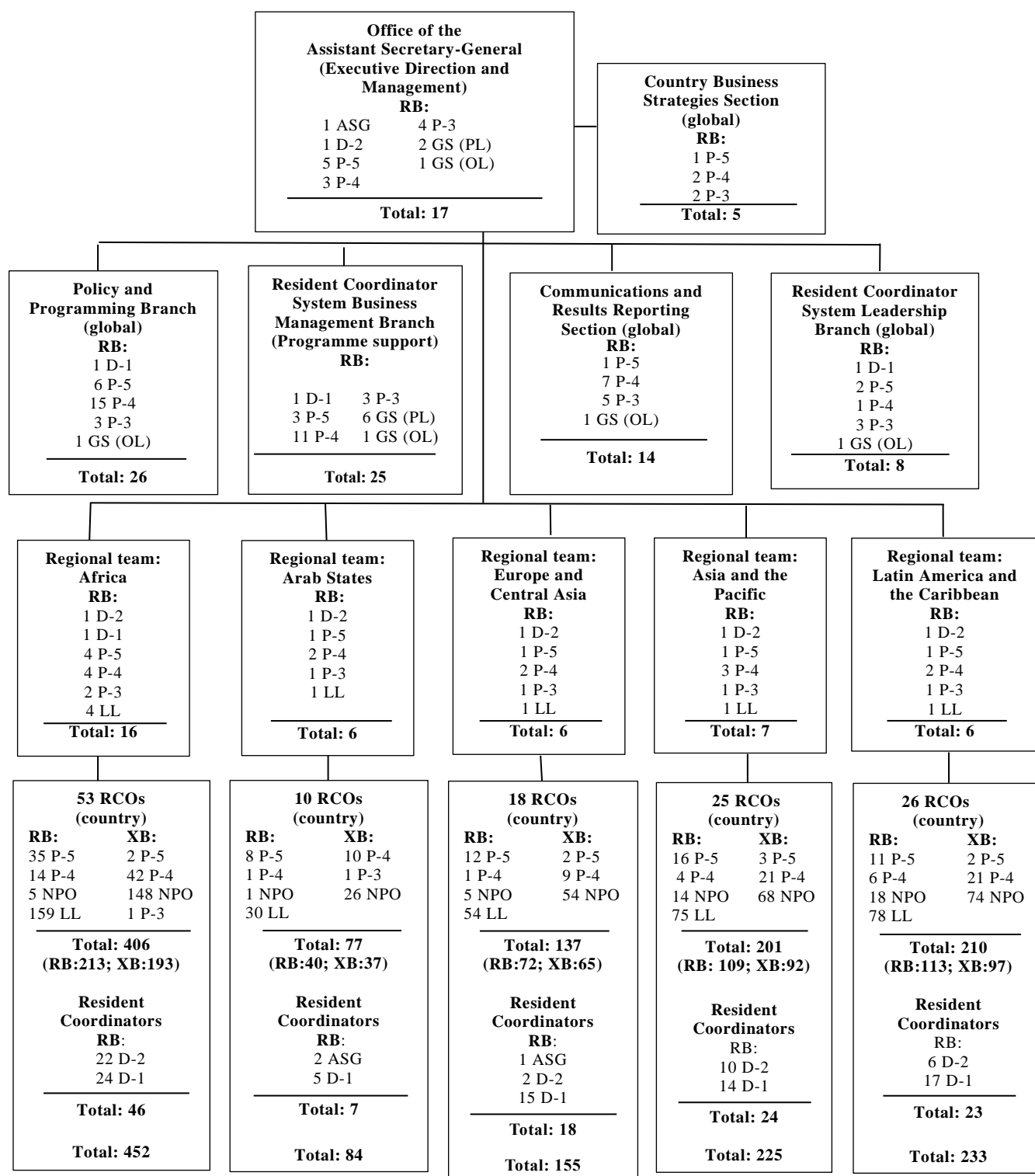
(c) To approve, effective 1 January 2024, an additional appropriation in the amount of $145,211,300, comprising $1,530,000 under section 29B, Department of Operational Support; and $143,681,300 under section 36, Resident coordinator system, of the proposed programme budget for 2024;

(d) To approve, effective 1 January 2024, the conversion of 801 posts previously funded from voluntary contributions to regular budget funding, comprising 4 Assistant Secretary-General, 46 D-2, 79 D-1, 108 P-5, 78 P-4, 26 P-3, 8 General Service (Principal level), 5 General Service (Other level), 43 National Professional Officer and 404 Local level, under section 36, Resident coordinator system, of the proposed programme budget for 2024;

(e) To approve, effective 1 January 2024, an additional appropriation in the amount of $14,891,900 under section 37, Staff assessment, of the proposed programme budget for 2024, to be offset by an equivalent amount under income section 1, Income from staff assessment.

Annex I

Organizational structure and post distribution for 2024, resident coordinator system

Office of the Assistant Secretary-General (Executive Direction and Management)
RB:

1 ASG	4 P-3
1 D-2	2 GS (PL)
5 P-5	1 GS (OL)
3 P-4	

Total: 17

Country Business Strategies Section (global)
RB:
1 P-5
2 P-4
2 P-3
Total: 5

Policy and Programming Branch (global)
RB:
1 D-1
6 P-5
15 P-4
3 P-3
1 GS (OL)
Total: 26

Resident Coordinator System Business Management Branch (Programme support)
RB:

1 D-1	3 P-3
3 P-5	6 GS (PL)
11 P-4	1 GS (OL)

Total: 25

Communications and Results Reporting Section (global)
RB:
1 P-5
7 P-4
5 P-3
1 GS (OL)
Total: 14

Resident Coordinator System Leadership Branch (global)
RB:
1 D-1
2 P-5
1 P-4
3 P-3
1 GS (OL)
Total: 8

Regional team: Africa
RB:
1 D-2
1 D-1
4 P-5
4 P-4
2 P-3
4 LL
Total: 16

Regional team: Arab States
RB:
1 D-2
1 P-5
2 P-4
1 P-3
1 LL
Total: 6

Regional team: Europe and Central Asia
RB:
1 D-2
1 P-5
2 P-4
1 P-3
1 LL
Total: 6

Regional team: Asia and the Pacific
RB:
1 D-2
1 P-5
3 P-4
1 P-3
1 LL
Total: 7

Regional team: Latin America and the Caribbean
RB:
1 D-2
1 P-5
2 P-4
1 P-3
1 LL
Total: 6

53 RCOs (country)

RB:	XB:
35 P-5	2 P-5
14 P-4	42 P-4
5 NPO	148 NPO
159 LL	1 P-3

Total: 406 (RB:213; XB:193)

Resident Coordinators
RB:
22 D-2
24 D-1
Total: 46

Total: 452

10 RCOs (country)

RB:	XB:
8 P-5	10 P-4
1 P-4	1 P-3
1 NPO	26 NPO
30 LL	

Total: 77 (RB:40; XB:37)

Resident Coordinators
RB:
2 ASG
5 D-1
Total: 7

Total: 84

18 RCOs (country)

RB:	XB:
12 P-5	2 P-5
1 P-4	9 P-4
5 NPO	54 NPO
54 LL	

Total: 137 (RB:72; XB:65)

Resident Coordinators
RB:
1 ASG
2 D-2
15 D-1
Total: 18

Total: 155

25 RCOs (country)

RB:	XB:
16 P-5	3 P-5
4 P-4	21 P-4
14 NPO	68 NPO
75 LL	

Total: 201 (RB: 109; XB:92)

Resident Coordinators
RB:
10 D-2
14 D-1
Total: 24

Total: 225

26 RCOs (country)

RB:	XB:
11 P-5	2 P-5
6 P-4	21 P-4
18 NPO	74 NPO
78 LL	

Total: 210 (RB:113; XB:97)

Resident Coordinators
RB:
6 D-2
17 D-1
Total: 23

Total: 233

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; RB, regular budget; RCOs, Resident Coordinator Offices; XB, extrabudgetary.

Annex II

Summary of proposed post conversions under the resident coordinator system, by component

Component	Posts	Grade	Description	Functions
Executive Direction and Management			Conversion of 17 posts in the Office of the Assistant Secretary-General, as follows: 1 ASG, 1 D-2, 5 P-5, 3 P-4, 4 P-3, 2 GS (PL) and 1 GS (OL)	The proposed conversion of 17 posts would provide continued support to the Assistant Secretary-General in the implementation of the core mandate of the resident coordinator system pursuant to General Assembly resolution 72/279. The proposed conversion would ensure the continuity of functions in strategic planning for the resident coordinator system, support for the Chair, the Vice-Chair, principals and working mechanisms of the United Nations Sustainable Development Group, the monitoring of strategic aspects of quadrennial comprehensive policy review implementation, the engagement with Member States and oversight bodies, the partnerships for the mobilization of extrabudgetary resources for the resident coordinator system, as well the oversight and management of the 132 Resident Coordinator Offices, the management of the pool of United Nations resident coordinators and the work of 136 Development Coordination Office staff. The functions of the 17 posts are reflected below.
	1	ASG	Assistant Secretary-General for Development Coordination	The Assistant Secretary-General (1 Assistant Secretary-General) reports to the Deputy Secretary-General as Chair of the United Nations Sustainable Development Group and is responsible for, inter alia: (a) directing and managing the Development Coordination Office; (b) providing leadership, direction and advice on matters relating to the strategic positioning and effective functioning of the resident coordinator system; (c) managing the performance of United Nations resident coordinators; (d) chairing the Inter-Agency Advisory Panel on resident coordinator selection; (e) advising and supporting the Chair and Vice-Chair of the United Nations Sustainable Development Group on all matters pertaining to the strategic positioning and management of the Group and the resident coordinator system; (f) representing the Deputy Secretary-General in undertaking advocacy and the strengthening of external relations on behalf of the Development Coordination Office, the United Nations Sustainable Development Group and the resident coordinator system; (g) providing substantive engagement with other pillars of work of the United Nations, to ensure greater operational coherence; and (h) overseeing the overall strategic plan and budget of the Development Coordination Office and making managerial decisions to ensure the effective and efficient operations of the Office and the resident coordinator system as a whole.
	1	D-2	Director, Deputy to the Assistant Secretary-General	The Deputy to the Assistant Secretary-General reports to and will support the Assistant Secretary-General in the strategic management of the operations of the Development Coordination Office and serves as Officer-in-Charge of the Office in the absence of the Assistant Secretary-General. Functions include inter alia: (a) strategic work planning and management of results in the Development Coordination Office; (b) performance management of the senior managers of the Office; (c) management and administration of Development Coordination Office and resident coordinator

Component	Posts	Grade	Description	Functions
				system budgets; (d) operational oversight of the resident coordinator system, including overall responsibility for resident coordinator system financial resources, human resources, procurement and common premises; (e) oversight and management of activities undertaken by the Office, ensuring that programmed activities are carried out in a timely fashion and coordinating work in the different areas both within the Office and with other organizations of the United Nations development system, donors and agencies, as appropriate; (f) external relations and advocacy on behalf of the Development Coordination Office, the United Nations Sustainable Development Group and the resident coordinator system; and (g) development of strategic partnerships and resource mobilization in support of the United Nations Joint Sustainable Development Goals Fund.
	1	P-5	Senior Programme Management Officer (Chief of Staff)	The Senior Programme Management Officer (Chief of Staff) advises the Assistant Secretary-General, manages the Office of the Assistant Secretary-General of the Development Coordination Office, including staffing, budgeting and work planning, and provides strategic policy advice to the Assistant Secretary-General and the Deputy, as well as resident coordinators and their offices. The incumbent collaborates with the Development Coordination Office Senior Management Team on strategic priorities for the resident coordinator system and liaises with all departments and branches of the resident coordinator system and all entities of the United Nations at large. The incumbent leads preparation and coordination of strategic policy briefs, summary analyses and talking points. This post entails constant engagement with all departments at Headquarters and with the Development Coordination Office, resident coordinators and their offices, covering 162 countries and territories.
	1	P-4	Programme Management Officer	The Programme Management Officer supports the Assistant Secretary-General for his weekly engagement in the senior interdepartmental coordination mechanism chaired by the Secretary-General (Deputy and Executive Committee) and coordinates Development Coordination Office engagement in Secretariat-wide processes. The incumbent also supports the Deputy Secretary-General in her capacity as Chair of the regional collaborative platforms through the planning, coordination and management of Development Coordination Office support for the regional level of the United Nations development system.
	1	P-3	Programme Management Officer	The Programme Management Officer (Special Assistant) supports the Assistant Secretary-General's daily work. Responsibilities include assisting in preparing briefing material, talking points, notes and presentations for each meeting that the Assistant Secretary-General has each day; synthesizing information and manages logistics to ensure that all necessary arrangements are in place for any engagement of the Assistant Secretary-General. The Programme Management Officer (Special Assistant) liaises with various internal and external stakeholders, facilitating communication, correspondence and scheduling to ensure smooth operations and timely decision-making, and follows up with all resident coordinators, resident coordinator offices and Development Coordination Office units to ensure monitoring and timely implementation of decisions.

Component	Posts	Grade	Description	Functions
	1	P-3	Programme Management Officer	The Programme Management Officer is the focal point for external partners in the resident coordinator system, who are requesting information on the Development Coordination Office, resident coordinators and resident coordinator offices on all matters related to resident coordinator system work with the United Nations development system (resident coordinator leadership, United Nations country team activities, cooperation frameworks, common country analysis, the Goals, United Nations Sustainable Development Group development programming, etc.). The incumbent receives the requests from across the United Nations Secretariat, including the Executive Office of the Secretary-General, the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, and allocates tasks, compiles inputs, reviews, edits and ensures the accuracy, quality and alignment of the messaging, as well as the timeliness of submission on behalf of the resident coordinator system. The incumbent reports to the Chief of Staff.
	2	GS (PL)	Senior Programme Management Assistant	The Senior Programme Management Assistants support the overall operations of the Office of the Assistant Secretary-General. One incumbent manages the calendar of the Assistant Secretary-General and provides daily administrative support. One incumbent manages communications received and sent from the Office of the Assistant Secretary-General. Both liaise closely with the Executive Office of the Secretary-General, Secretariat departments, member entities of the United Nations Sustainable Development Group, Member States, as well as the resident coordinators and their offices and external partners.
	1	P-5	Senior Programme Management Officer	The Senior Programme Officer leads efforts in meeting the requirements of results-based management, including developing and overseeing the implementation of common methodologies for planning and reporting on results; improving integrated results and resources frameworks, including through, updating and reporting against the results framework for the resident coordinator system and in collaboration with members of the United Nations Sustainable Development Group, as relevant. The Senior Programme Officer supports strategic planning at the global, regional and country levels, including 130 United Nations country teams.
	1	P-5	Senior Adviser	The Senior Adviser provides strategic advice and support to the resident coordinators and resident coordinator offices with a view to enhancing resources for acceleration of the Goals and support full funding for United Nations Sustainable Development Cooperation Frameworks. The Senior Adviser does so by enhancing the resident coordinator system's collaboration and coordination with regional and subregional organizations to foster the establishment of regional financing mechanisms, including through innovative solutions and joint programmes. The incumbent fosters exchange and synergies with relevant stakeholders to mobilize expertise and facilitate dialogue, thereby contributing to the effective implementation of development agenda and the achievement of sustainable development targets.

Component	Posts	Grade	Description	Functions
	1	P-5	Senior Programme Management Officer	The Senior Programme Management Officer supports the Assistant Secretary-General in strengthening the resident coordinator system's capacities on knowledge, information and data to ensure greater transparency and accountability towards Member States, including through preparation of mandated reports, strategic assessments and relevant results-reporting materials, data analytics, including leveraging the various types of information and monitoring systems of the United Nations development system.
	1	P-4	Sustainable Development Officer, Resource Mobilization	The Sustainable Development Officer leads outreach, analysis and information management related to the extrabudgetary streams of the funding of the special purpose trust fund of the resident coordinator system, including the collection of the levy and the implementation of the United Nations Sustainable Development Group cost-sharing; provides strategic advice to senior leadership on resident coordinator system resources; and provides strategic information materials for Member States on resident coordinator system funding and manages the Development Coordination Office funding website.
	1	P-4	Programme Management Officer	The Programme Management Officer supports the Assistant Secretary-General and the Deputy Director, as well as the resident coordinator system, on intergovernmental engagement, including with the General Assembly, the Economic and Social Council and their subsidiary organs, and the Advisory Committee on Administrative and Budgetary Questions, including through reporting, strategic partnerships advice and outreach to Member States. The Programme Management Officer follows up on the implementation of the funding compact and other intergovernmental-related resolutions, decisions and products, as needed.
	1	P-3	Programme Management Officer	The Programme Management Officer harnesses data-driven insights to inform strategic decision-making and enhance programme effectiveness. Functions include collaborating with programme managers to identify key performance indicators and establishing monitoring frameworks; supports development of data visualization tools, dashboards and reports to communicate findings and facilitate evidence-based decision-making at various levels of the resident coordinator system; leverages data and analytics at the country, regional and global levels in line with the Data Strategy of the Secretary-General for Action by Everyone, Everywhere.
	1	GS (OL)	Programme Assistant	The Programme Assistant manages the calendar of the Deputy to the Assistant Secretary-General and provides daily administrative support to the Deputy in the coordination of programme planning.
	1	P-5	Senior Adviser	The Senior Adviser (United Nations Sustainable Development Group) supports the secretariat and effective functioning and work planning of the United Nations Sustainable Development Group, in particular the principals of the United Nations Sustainable Development Group, including the planning and preparation of meetings at the level of United Nations executive heads, the development, coordination and effective implementation of United Nations Sustainable Development Group -endorsed products, with a view to increasing operational engagement with the United

Component	Posts	Grade	Description	Functions
				Nations Sustainable Development Group and the Economic and Social Council. The incumbent collaborates with United Nations Sustainable Development Group entities and Development Coordination Office senior management on matters relevant to the secretariat function.
	1	P-3	Programme Management Officer	The Programme Management Officer supports the Senior Adviser (United Nations Sustainable Development Group) in all aspects related to the effective functioning and planning of the United Nations Sustainable Development Group secretariat function, including the implementation of the United Nations Sustainable Development Group agenda and priorities, as well as the substantive and logistics preparation of meetings of United Nations Sustainable Development Group Principals, monitoring and updating of the dashboard for the United Nations Sustainable Development Group global priorities and workplan, as well as supporting the management and the tracking system of the strategic deliverables for the Group.
Global Coordination			**Conversion** of 53 posts in the Policy and Programming Branch, the Resident Coordinator System Leadership Branch, the Communications and Results Reporting Section and the Country Business Strategies Section in the Development Coordination Office, as follows: Policy and Programming Branch: 1 D-1, 6 P-5, 15 P-4, 3 P-3 and 1 GS (OL) Resident Coordinator System Leadership Branch: 1 D-1, 2 P-5, 1 P-4, 3 P-3 and 1 GS (OL) Communications and Results Reporting Section: 1 P-5, 7 P-4, 5 P-3 and 1 GS (OL) Country Business Strategies Section: 1 P-5, 2 P-4 and 2 P-3	Under global coordination, branches and sections of the Development Coordination Office at Headquarters work with entities and mechanisms of the United Nations Sustainable Development Group to improve the strategic and operational coherence of operational activities for development by fostering system-wide approaches for integrated policy priorities and support to accelerate the achievement of the 2030 Agenda for Sustainable Development. They provide strategic guidance to United Nations country teams for joint analysis, planning, programming, monitoring and assessment of cooperation frameworks, as well as for joint advocacy and the advancement of system-wide operational efficiencies. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the Resident Coordinator System Leadership Branch, the Communications and Results Reporting Section and the Country Business Strategies Section. The proposed conversion of 53 posts would ensure that all responsibilities of global coordination are fulfilled by the branches and sections of the Development Coordination Office. Their work fosters system-wide approaches and provides coordinated and, where relevant, integrated policy and strategic guidance to the United Nations country teams. The functions of the 53 posts are described below.
Global Coordination – Policy and Programming Branch	1	D-1	Chief of Branch, Policy and Programming	The Policy and Programme Branch supports the Development Coordination Office's efforts to strengthen resident coordinator system leadership for United Nations development system joint action and shared results, and to strengthen the resident coordinator system's convening to deliver policy on the Goals and financing solutions, bringing together the United Nations development system and partners. Specifically, the Branch is: (a) custodian of United Nations Sustainable Development Group programme cycle standards for the Goals, tools and quality control, in particular United Nations Sustainable Development Cooperation Frameworks and common country analysis development, updating, monitoring and evaluation; (b) steward of United Nations Sustainable Development Group Goal knowledge products and guidance in key policy areas for the advancement of the 2030 Agenda and Goal implementation; (c) incubator and enabler of best practices and learning across the resident coordinator system; (d) filter

Component	Posts	Grade	Description	Functions
				and synthesizer of system-wide United Nations policy priorities and summit follow-up; and (f) partnership builder to enable resident coordinators/United Nations country teams to support Goal acceleration and financing. The Chief of Branch supervises the work of the Branch and provides overall leadership and guidance to ensure coherent and integrated support for resident coordinators, resident coordinator offices and the United Nations country teams on norm-based sustainable development policy and programmatic implementation.
	1	GS (OL)	Programme Assistant	The Programme Assistant supports the Chief of Branch in liaising with senior officials internally and externally and serves as the focal point on managing the administration and logistics of all major policy and programming events and workshops.
	1	P-5	Senior Programme Management Officer, Evaluations	The Senior Programme Management Officer, Evaluations provides strategic advisory support to the Development Coordination Office senior management and to resident coordinators and their teams on United Nations Sustainable Development Cooperation Framework evaluations. The incumbent ensures the application of United Nations Evaluation Group norms and standards, procedural guidelines and quality assurance of cooperation framework evaluations and collaborates with the wider United Nations development system to strengthen high-quality, independent and impartial system-wide evaluation mechanisms.
	1	P-5	Senior Programme Management Officer, Strategic Finance/ Sustainable Development Goal Transitions	The Senior Programme Management Officer leads the work of the Development Coordination Office on strategic finance support for resident coordinators and United Nations country teams and will provide overall strategic guidance to the secretariat of the Joint Fund for the 2030 Agenda, ensuring active collaboration and support of Development Coordination Office teams to the work of the Joint Fund, as well as acceleration of Goal transitions.
Global Coordination – Policy and Programming Branch – Programme Facilitation	1	P-5	Chief of Section, Inter-Agency Programme Facilitation	The Chief of Section supports resident coordinators and United Nations country teams on matters relating to system-wide and inter-agency analysis and programming, including United Nations Sustainable Development Cooperation Frameworks and their alignment with integrated strategic frameworks, humanitarian response plans and other system-wide planning and programme frameworks.
	1	P-4	Sustainable Development Officer, United Nations Sustainable Development Cooperation Frameworks/ common country analysis	The Sustainable Development Officer provides technical advisory support and guidance on system-wide programming and United Nations Sustainable Development Cooperation Frameworks and common country analyses to resident coordinators and United Nations country teams globally. The incumbent contributes to coordination of the United Nations Sustainable Development Group policy development and guidance on system-wide programming guidelines and tools, leads in capacity strengthening of resident coordinator offices and United Nations country teams to prepare, provide quality assurance for and implement the Cooperation Framework and leads Development Coordination Office strategic reviews of draft and final common country analyses and Cooperation Frameworks to inform Headquarters strategic reports, as well as ensure consistent policy and programme practice.

Component	Posts	Grade	Description	Functions
	1	P-4	Programme Management Officer, Programme Analyst	The Programme Management Officer monitors data collection and develops data analytics linked to United Nations Sustainable Development Cooperation Frameworks. The incumbent also oversees implementation of an integrated analytical framework to address the Economic and Social Council request for system-wide reporting by all United Nations country teams on results achieved in supporting the advancement of the Sustainable Development Goals.
	1	P-3	Programme Management Officer, Inter-Agency Programme Implementation and Facilitation	The Programme Management Officer provides substantive support to resident coordinator offices and United Nations country teams to identify and foster inter-agency joint programme activities across various mandates or thematic pillars. The Programme Officer researches, analyses and presents information gathered from diverse sources to enable the identification of opportunities for cross-sectional joint programming areas, such as gender and youth.
	1	P-3	Programme Management Officer, United Nations Sustainable Development Cooperation Framework Data Analytics	The Programme Management Officer develops, updates and maintains databases and the United Nations Sustainable Development Group website section. In addition, the Programme Officer produces regular analytical inputs on trends and issues emerging from research and analysis work enabling better tailoring of planning at the country level.
Global Coordination – Policy and Programming Branch – Partnership	1	P-5	Chief of Section, Partnerships	The Chief of Section leads the work on partnerships, driving the strategic thinking of the Development Coordination Office on sustainable development partnerships for the 2030 Agenda. Among the main responsibilities is to advise and support resident coordinators and their offices on engagement with the private sector, academia and philanthropic foundations.
	1	P-4	Sustainable Development Officer, Private Sector	The Sustainable Development Officer undertakes analysis on private sector engagement in sustainable development and contribution to the implementation of the 2030 Agenda. Another main responsibility is to forge and maintain partnerships with private sector actors and United Nations platforms for the private sector engagement in sustainable development that contributes to the work of the resident coordinator system.
Global Coordination – Policy and Programming Branch – Policy, Innovation, Financing	1	P-5	Chief of Section, Policy, Innovation and Financing	The Chief of Section provides strategic advisory support to the senior management on policy in addition to leading the work of the Development Coordination Office on sustainable development innovation and financing, in support of the implementation of the 2030 Agenda. The incumbent maintains networks on system-wide and inter-agency policy matters with entities of the United Nations Sustainable Development Group to ensure quality and effective Goal-related support for resident coordinators and United Nations country teams, leads Development Coordination Office knowledge management systems, platforms and initiatives and leads the work of the Development Coordination Office on innovation for sustainable development.

Component	Posts	Grade	Description	Functions
	1	P-4	Sustainable Development Officer, Knowledge Management	The Sustainable Development Officer manages, maintains and enhances knowledge-sharing platforms for the resident coordinator system across 132 Resident Coordinator Offices and for the 37 entities in the United Nations Sustainable Development Group in an effort to expand capacities and expertise and encourage knowledge-sharing on best practices in sustainable development across the Strategic Planner, Economists, Partnerships, Communications and Data/Results Reporting Offices in the resident coordinator system, as well as members of United Nations country teams. The incumbent advises on and facilitates the work of relevant United Nations Sustainable Development Group working mechanisms on system-wide policies, strategies and systems to enhance transparency and improve knowledge-sharing; and identifies, tests and prototypes new tools and approaches to promote knowledge-sharing and thought leadership in the United Nations Sustainable Development Group.
	2	P-4	Sustainable Development Officer	The Sustainable Development Officers monitor developments and produce timely and quality analytical inputs and policy research products with respect to development financing. One incumbent focuses on United Nations partnerships with international financial institutions in support of the implementation of the 2030 Agenda, advises and supports resident coordinator offices' Economists to ensure a good practice feedback loop and ensures tailored support for resident coordinators and United Nations country teams in small island developing States, least developed countries and landlocked developing countries; and one incumbent focuses on innovative finance and finance for development for resident coordinators and United Nations country teams, in addition to organizing and providing support to resident coordinators and United Nations country teams in those two areas.
	1	P-4	Sustainable Development Officer, Innovations	The Sustainable Development Officer collaborates and supports the development and implementation of collective intelligence, with special emphasis on ideas and experiences at the regional and country levels. The Sustainable Development Officer also introduces and tests innovative products and processes and deliver learning opportunities to the Development Coordination Office, including to advance the United Nations 2.0 'quintet of change' skills throughout the resident coordinator system.
	4	P-4	Sustainable Development Officer, Policy	The Sustainable Development Officers provide advisory support to resident coordinators and their teams in support of the implementation of the 2030 Agenda. One Officer focuses on climate/food/energy transitions, and three other Officers focus on strengthening resident coordinators/resident coordinator offices and United Nations country teams' capacities to drive the Goals transformation agenda and its key transitions and to further drive the implementation of the reform at the regional and country levels.
	1	P-3	Sustainable Development Officer	The Sustainable Development Officer provides analysis and support to ensure coherent United Nations country team funding frameworks for United Nations Sustainable Development Cooperation Frameworks and associated joint resource mobilization strategies. The incumbent will monitor global pooled funds and ensure that appropriate information is shared with resident coordinators and their teams on funding opportunities.

Component	Posts	Grade	Description	Functions
Global Coordination – Policy and Programming Branch	1	P-5	Senior Programme Management Officer	The Senior Programme Management Officer provides strategic advisory support to senior management and facilitates system-wide policy support for resident coordinators and United Nations country teams in assisting governments, upon their request and in consultations with them, in operationalizing through effective programming at the country level, Member States' human rights obligations and commitments under international law, including implementation of accepted universal periodic review recommendations, as a means of achieving the pledge to leave no one behind and achieve the Goals. The incumbent, in line with General Assembly resolution 75/233, provides strategic and technical advice and ensures an effective policy-practice nexus and feedback.
	1	P-4	Human Rights Officer	The Human Rights Officer supports resident coordinators and United Nations country teams to implement the United Nations system-Wide Action Plan on gender equality and women's empowerment, supports the effective inclusion of system-wide gender equality and women's empowerment principles in all United Nations Sustainable Development Group policy and guidance for United Nations country teams and supports resident coordinators and United Nations country teams to effectively implement the policy and guidance, including by coordinating the group of inclusion focal points based in the resident coordinator offices.
	3	P-4	Sustainable Development Officer	The Sustainable Development Officers support the resident coordinators in forging and maintaining collaboration and partnerships to ensure coherence in the United Nations response in the implementation the 2030 Agenda and the Goals, as set out in relevant resolutions, including General Assembly resolution 75/233. Two incumbents provide support on advancing development action in humanitarian and post-conflict settings, providing strategic guidance to resident coordinators and United Nations country teams on lessons learned and good practices, and providing guidance on strengthening the analysis and programming contained in United Nations Sustainable Development Cooperation Frameworks and joint programmes. One incumbent focuses on supporting the resident coordinator in mission settings and in advising and supporting resident coordinators and United Nations country teams on mission transitions, facilitating strategic and proactive engagement by United Nations country teams in mission transition planning processes, contributing to the development of joint United Nations transition planning methodologies.
Global Coordination – Resident Coordinator System Leadership Branch	1	D-1	Chief of Branch, Resident Coordinator Leadership	The Resident Coordinator System Leadership Branch delivers the following functions: (a) identifies potential candidates for the resident coordinator track; (b) manages the resident coordinator/humanitarian coordinator talent pipeline and the Resident Coordinator Assessment Centre; (c) manages the resident coordinator selection process; (d) manages the resident coordinator performance appraisal process; (e) provides learning and leadership development opportunities to resident coordinators, resident coordinator pool members and resident coordinator/humanitarian coordinator talent pipeline members; and (f) provides career counselling to resident coordinators. The Chief of Branch provides strategic leadership development advisory support to the United Nations Sustainable Development Group and

Component	Posts	Grade	Description	Functions
				United Nations agencies on resident coordinator system leadership matters, in addition to leading the work programme of the Branch and its budgetary activities, including building partnerships and managing donor relations. The Chief reports to intergovernmental bodies on budget/programme performance or on programmatic/ substantive issues in regard to resident coordinator leadership programmes and activities.
	1	P-5	Senior Programme Management Officer, Resident Coordinator Leadership Solutions	The Senior Programme Officer manages the resident coordinator leadership solutions team and establishes and nurtures strategic partnerships with internal and external networks to strengthen the learning and capabilities of resident coordinators. The incumbent convenes an inter-agency network of experts to support the resident coordinator system leadership development; provides strategic oversight on the new United Nations leadership initiatives and innovative solutions, and leadership policy developments within the broader United Nations Sustainable Development Group context; and ensures coherence across the Development Coordination Office teams on learning and developing leadership capabilities for resident coordinators and United Nations country teams, including United Nations country planning and programming and innovative systems thinking.
	1	P-5	Senior Programme Management Officer, Resident Coordinator Talent Management	The Senior Programme Officer develops, designs, plans and implements new policies, practices and procedures related to the resident coordinator/humanitarian coordinator talent pipeline and the Resident Coordinator Assessment Centre. The Senior Programme Officer oversees resident coordinator pools, resident coordinator data trends and analysis to ensure efficient and effective succession planning and management of the resident coordinator system.
	1	P-4	Programme Management Officer, Performance Management Systems	Coordinates the performance management system of resident coordinators and United Nations country teams and further develop the policy as required.
	3	P-3	Programme Management Officer, Resident Coordinator Leadership Learning	The Programme Officers manage the leadership learning and development of resident coordinator/humanitarian coordinator talent pipeline and resident coordinator pool members, the selection process of resident coordinators in accordance with administrative instruction ST/AI/2022/1, and the selection process for the resident coordinator/ humanitarian coordinator talent pipeline and the Resident Coordinator Assessment Centre.
	1	GS (OL)	Programme Management Assistant	The Programme Management Assistant supports the resident coordinator performance appraisal process and resident coordinator system leadership events.
Global Coordination – Communications and Results Reporting Section	1	P-5	Chief of Section, Communications and Results Reporting	The Communications and Results Reporting Section oversees various crucial areas. This includes external communications to highlight the impact of the resident coordinator system and the United Nations Sustainable Development Group. Responsibilities extend to supporting strategic and crisis communications for the resident coordinator system, implementing common messaging and managing communications products in alignment with United Nations Sustainable Development Group guidelines. The section boosts country-level initiatives, contributes to the annual results reporting of the United Nations Sustainable Development Group Chair, guides the production of annual United Nations country results reports. Expands global and

Component	Posts	Grade	Description	Functions
				country-level presence on social media, manages websites at both the global and country levels, and supports public information management, including through UN-Info for transparency and accountability. In addition, it facilitates regional and global communities of practice for communications officers within the resident coordinator system. The Chief of Section leads the Section and guides the Development Coordination Office's work planning and budgeting activities around strategic and crisis communications, as well as results reporting. The Chief directs and guides the Section's performance to increase public knowledge of the Goals and the United Nations development system results, including the resident coordinator system, targeting key audiences through communications channels, boosting engagement and outreach, as well as heading the design and delivery of a common communications strategy. The Chief works directly with resident coordinators providing guidance on sensitive communications matters, supporting resident coordinator offices and United Nations country teams while working alongside United Nations Sustainable Development Group member entities and other United Nations Secretariat offices and departments.
Global Coordination – Communication and Results Reporting Section – Results Reporting	1	P-4	Programme Management Officer, Results Reporting	The Programme Officer guides, manages and supports the conceptualization development, writing and production, of tools and documents reporting on results of the resident coordinator system and United Nations country teams to Member States, the United Nations Sustainable Development Group and the general public. The Programme Officer advises on the latest trends best practices and benchmarks for results reporting, in line with expectations, needs and requirements of Member States and the United Nations Sustainable Development Group.
	1	P-3	Information Management Officer, Reporting and Data – Data Visualization Platform	The Information Management Officer manages and supports the development of services on resident coordinator system and United Nations Sustainable Development Group documentation practices, including needs and business process analysis, organization and maintenance of United Nations information assets, records preservation and disposition and information management policies and procedures, with an emphasis on technological applications, in support of results reporting and full accountability and transparency of the resident coordinator system and United Nations activities through the Information Management System component of UN-Info. This is a key function to ensure the collection of aggregate United Nations country team performance indicators and transparency requirements, including those aligned with quadrennial comprehensive policy review of operational activities for development of the United Nations system indicators. The staff member ensures the analysis of these results, which are used for key flagship reporting, including the report of the Secretary-General on the quadrennial comprehensive policy review and the United Nations Sustainable Development Group Chair report, both presented at the Economic and Social Council Operational Activity Segment.

Component	Posts	Grade	Description	Functions
	1	P-3	Programme Management Officer, UN-Info	The Programme Officer supports the full and effective roll-out of UN-Info, working mainly on the digitization and visualization of the United Nations Sustainable Development Cooperation Framework's Joint Workplans, which are automatically pulled into over 130 United Nations country team websites, the global United Nations Sustainable Development Group website in six official languages and the new United Nations Sustainable Development Group Data portal in close collaboration with resident coordinator offices and United Nations country teams. UN-Info is an online tool for planning, reporting and monitoring the Cooperation Framework and business operations strategy plans that will facilitate the coordination of plans along with data visualization that boosts transparency and accountability around United Nations country team programmes and business operations. The Programme Officer also manages the system development requirements and the work of external users of UN-Info.
Global Coordination – Communication and Results Reporting Section – Communications	1	P-4	Programme Management Officer, Digital and Communications Strategist	The Programme Officer develops, updates and guides the implementation of the digital communications strategy and approach of the United Nations Development Coordination Office, also positioning the work of the United Nations Sustainable Development Group while advocating the 2030 Agenda and the Goals. The incumbent also oversees the creation of innovative, creative and multimedia content across digital platforms and the standardization of application programme interfaces to advance data interoperability for communications across United Nations Sustainable Development Group members and facilitates open data.
	1	P-4	Programme Management Officer, Content Management Officer Branding and Products Development	The Programme Officer guides United Nations Sustainable Development Group and Development Coordination Office branding, United Nations country team communications strategy, and templates for publications and results reporting while ensuring quality, clarity, content and brand alignment across communications products. The incumbent advises communications teams on strategic approaches to joint communications and advocacy, aligned with the United Nations Sustainable Development Group communications guidelines; and works together with regional communities of practice of communications officers and supports knowledge-sharing and training efforts.
	4	P-4	Communications Officer	The Communications Officers respond to increasing demands for strategic communications and dynamic results reporting at the country, regional and global levels The incumbents support the strategic communications needs of resident coordinators and their offices; ensure crisis communications preparedness and response; provide advice and expertise to senior managers and communications officers through tailored strategies for sensitive settings and development emergencies; boost strategic communications for the Goals; develop guidance and monitor the quality of editorial content published across the digital platforms of the United Nations country team, the Development Coordination Office and the United Nations Sustainable Development Group; draft, edit and commission a wide range of multimedia content for communications and advocacy of the resident coordinator system and United Nations country team; and develop strategic partnerships to boost communications and advocacy efforts to advance the Goals.

Component	Posts	Grade	Description	Functions
	2	P-3	Communications Officer, Website	The Communications Officers strategize and implement editorial content for the United Nations Sustainable Development Group website, showcasing United Nations team results aligned with the Goals. One incumbent oversees the production of content in English and all other official United Nations languages, managing a group of online United Nations Volunteers, offers additional oversight and quality assurance of content on the Development Coordination Office site, engaging with the Office of Information and Communications Technology and an external vendor on technical enhancements of the website, ensuring cybersecurity and data interoperability between platforms, including UN-Info; and one incumbent focuses on the United Nations country teams websites and serves the United Nations Development Coordination Office website content production needs, given the increasing requests from Member States and United Nations Sustainable Development Group members, by generating and disseminating multimedia content and evaluating its impact on intended audiences, harvesting and tailoring creative content aligned with key strategic priorities and newsworthy events.
	1	P-3	Communications Officer, Social Media	The Communications Officer conceptualizes, manages and produces the content for the official social media accounts of United Nations Sustainable Development Group at the global level, positioning United Nations country team results and those of the resident coordinator system. Aligned with the Secretary-General's bulletin on the institutional use of social media, with the Development Coordination Office being responsible for all United Nations country team social media accounts, this staff member also oversees and provides support to the United Nations country team and resident coordinators' social media accounts, ensuring a coordinated approach to communications priorities and effective visibility to the Organization's priorities. The incumbent, in collaboration with the Leadership Branch, provides tailored training to resident coordinators to boost their digital engagement, also providing training to Resident Coordinator Office communications staff, as well as those in the United Nations Information Centres integrated into resident coordinator offices.
	1	GS (OL)	Public Information Assistant, Media and Communication	The Public Information Assistant provides specialized assistance in the production, delivery and servicing of information communications products and infographics. This incumbent ensures timely payment for Office of Information and Communications Technology- and Procurement Division-backed vendors supporting over 130 United Nations country team websites and the Development Coordination Office and United Nations Sustainable Development Group websites.
Global Coordination – Country Business Strategies Section	1	P-5	Chief of Section, Country Business Strategies	The Country Business Strategies Section provides support to the United Nations Sustainable Development Group Business Innovation Group in operationalizing the United Nations Efficiency Roadmap, which guides the United Nations Sustainable Development Group in delivering on requests for increased efficiencies in the United Nations development system outlined in the General Assembly resolutions on the quadrennial comprehensive policy review and the report of the Secretary-General. The roadmap includes the following workstreams: (a) business operations

Component	Posts	Grade	Description	Functions
				strategy – the results-based framework that, at the country level, is focused on joint United Nations country team business operations, eliminating duplication, leveraging common bargaining power and maximizing economies of scale; (b) Global Shared Services, to fast-track the implementation of location-independent services with high potential for efficiency gains if shared and scaled across the United Nations system; (c) Common Back Office, which introduces mechanisms to changes business models at the country level by creating local single service centres for more agile and efficient operations; and (d) Common Premises – the co-location of two or more United Nations entities present in a country that to guarantees unified United Nations presence for better collaboration and enables hosting cost efficiency cost savings. The Chief of Section leads, supervises and ensures the provision of business services in support for the Development Coordination Office, regional teams and resident coordinator offices, including work planning, administration and budgeting activities related to these workstreams. The Chief also provides policy guidance to the Development Coordination Office on conceptual strategy development for country business strategies and management of their implementation; and supports the United Nations country teams in the implementation of Common Business Offices and Business Operations Strategies to ensure coordination, alignment and full compliance with United Nations Sustainable Development Group guidelines at the field level.
	2	P-4	Programme Management Officer	One Programme Officer focuses on Global Shared Services, supports United Nations entities' global offices and regional teams in identifying and operationalizing services to be shared among agencies at the corporate level, and supports the United Nations Sustainable Development Group task teams in the analysis of business cases, the promotion of standard processes and methodologies, the elaboration of service-level agreements and the client satisfaction schemes for the service global adoption. One Programme Officer focuses on Common Premises Policy, manages common premises inter-agency policy, ensures implementation and compliance with United Nations Sustainable Development Group guidelines and leads strategic policy engagement with the United Nations Sustainable Development Group on common premises and related issues.
	2	P-3	Programme Management Officer, business operations strategy	One Programme Officer focuses on business operations strategy, provides advice and input on business operations strategy policy, ensures implementation and compliance through the monitoring of activities and the preparation of reports on progress in common services, and enables the implementation of business operations strategy plans supporting the regional teams and resident coordinator offices. One Programme Officer focuses on Business Innovations, provides technical secretariat support to the United Nations Sustainable Development Group and the business innovations strategic results group, enhances coordination and knowledge-sharing with regard to business innovations across United Nations Sustainable Development Group task teams, and supports developments of innovative data systems and information architecture for the business operations strategy, the Common Back Office and Global Shared Services.

Component	Posts	Grade	Description	Functions
Regional coordination			**Conversion** of 41 posts in five Development Coordination Office regional teams, as follows: Regional team in Africa: 1 D-2, 1 D-1, 4 P-5, 4 P-4, 2 P-3 and 4 LL Regional team in Arab States: 1 D-2, 1 P-5, 2 P-4, 1 P-3 and 1 LL Regional team in Europe and Central Asia: 1 D-2, 1 P-5, 2 P-4, 1 P-3 and 1 LL Regional team in Asia and the Pacific: 1 D-2, 1 P-5, 3 P-4, 1 P-3 and 1 LL Regional team in Latin America and the Caribbean: 1 D-2, 1 P-5, 2 P-4, 1 P-3 and 1 LL	Regional support for the resident coordinator system focuses on day-to-day management and support for coherent and effective delivery of operational activities for development by resident coordinators and United Nations country teams through integrated policy, programming and operational support, as well as by mobilizing expertise. Regional teams allow tailored and dedicated support for different regions across the world, being close to the point of delivery and in charge of a select number of country contexts. The proposed conversion of 41 posts would ensure continued support for the regional coordination section in the delivery of its mandate. The functions of the 41 posts are detailed below.
	5	D-2	Regional Directors	The Regional Directors direct and manage the Development Coordination Office regional teams, including management of the work programme and resources. The Regional Directors provide strategic support to resident coordinator leadership, support resident coordinator offices in delivering on their functions and managing the day-to-day operations of the resident coordinator system and maintain oversight of it, within their designated regions. In addition, they help to strengthen collaboration and partnership with the regional economic commissions and members of the regional collaborative platforms to ensure that United Nations Sustainable Development Cooperation Frameworks and joint programmes are supported by and linked to the work of relevant intergovernmental bodies and the networks in the region. The Regional Directors lead the quality assurance of Cooperation Frameworks and ensure that resident coordinators and United Nations country teams are well informed of corporate discussions and capacitated to localize relevant global and regional United Nations initiatives at the country level as part of and in keeping with priorities agreed in the Cooperation Frameworks.
	1	D-1	Principal Officer, Deputy Regional Director	The Principal Officer (Deputy Regional Director) formulates and implements the substantive work programme of the subregional teams and supports the regional teams of the Development Coordination Office under his or her supervision; oversees the management of activities undertaken by the office; ensures that programmed activities are carried out in a timely fashion; and coordinates work in the different areas both within the subregional and the regional teams in its support for resident coordinator offices in the Africa region. In addition, the Principal Officer leads, supervises and carries out the work programme and provides effective strategic support to the Regional Director in day-to-day management of Development Coordination Office operations in Africa, supporting programmatic and administrative tasks necessary for the functioning of the Office, including preparation of budgets, workplans, monitoring of performance, reporting on budget and programme performance, preparation of inputs for results-based budgeting and programming and evaluation of staff performance.

Component	Posts	Grade	Description	Functions
	8	P-5	Senior Programme Management Officer, Regional Coordination	The Senior Programme Management Officers coordinate regional efforts on policy and system-wide coherence in the resident coordinator system; lead the organization of regional meetings; oversee support for resident coordinators, United Nations country teams and resident coordinator offices in programming and country business strategies; undertake expansion of partnerships; manage outreach activities; support United Nations country teams in developing financing strategies to accelerate achievement of the 2030 Agenda; ensure support for the regional collaborative platform through the Joint Secretariat; and support Development Coordination Office regional directors in facilitating day-to-day management of the performance appraisals of resident coordinators at the D-1 and D-2 levels in their respective regions.
	6	P-4	Sustainable Development Officer, United Nations Sustainable Development Cooperation Framework Programme and Partnership	The Sustainable Development Officers support the resident coordinators and United Nations country teams to ensure quality and timely integrated support for Member States in the implementation of the 2030 Agenda through the development of the United Nations Sustainable Development Cooperation Framework. The incumbents facilitate relevant Cooperation Framework formulation processes and other related country-level programming, support cross-United Nations system analysis by liaising with the issues-based coalitions and other regional and Headquarters inter-agency groups and mechanisms, promote peer exchange and knowledge-sharing with regard to programming for the resident coordinator system, and advise the regional collaborative platform and its Joint Secretariat on support provided to resident coordinators and United Nations country teams.
	7	P-4	Sustainable Development Officer	The Sustainable Development Officers (Regional Liaison) are responsible for undertaking liaison duties in Headquarters for the regional teams of the Development Coordination Office, engaging in global policy discussions and maintaining relationships with permanent missions in New York. They provide technical analysis and recommendations to the Regional Director and Development Coordination Office senior leadership, participate in Headquarters meetings, produce background materials for meetings and prepare written outputs on regional policy issues. Responsibilities also include conducting research, facilitating knowledge exchange among United Nations country teams, providing strategic support for partnerships and outreach, supporting joint United Nations analyses and processes, participating in thematic working groups, monitoring funding mechanisms, developing policy recommendations and substantively backstopping meetings and conferences.
	6	P-3	Administrative Officers	The Administrative Officers provide operational and administrative support to the Development Coordination Office Regional teams and backstopping support for resident coordinator offices, including in the areas of human resources management, finance and budget and other general administrative functions. The Officers work closely with global, regional and local service providers and coordinate the provision of quality operational support services to resident coordinator offices within the respective region and the Development Coordination Office Regional teams, ensuring efficiency and continuity to the work performed by the offices.

Component	Posts	Grade	Description	Functions
	7	LL	Team Assistants	The Team Assistants support the planning and implementation of activities for the Regional Director of the Development Coordination Office. The Team Assistants assist in the overall functioning of the regional team, including tracking of financial resources, progress on workplans and operational support activities such as procurement, travel and leave management. In addition to the one Team Assistant per region, two posts provide further support the Regional Director in the Africa region, who oversees the largest number of resident coordinator offices.
	1	LL	Driver	The Driver drives vehicles safely for the transport of authorized personnel, conducts deliveries of parcels, documents, etc. between the office and other offices; makes minor purchases and collects urgent purchases from local suppliers as requested; deals effectively and tactfully with officials and visitors; takes care of the day-to-day maintenance of the assigned vehicles; and performs standby driver duties.
Programme of work – country coordination			**Conversion** of 665 posts in 132 Resident Coordinator Offices	The proposed conversion of 665 posts would ensure that resident coordinators and their staff continue their work in leading United Nations development system support for the implementation of the 2030 Agenda at the country level, in line with national plans and priorities, as agreed in the cooperation frameworks, or equivalent planning frameworks. The functions of the 665 posts are detailed below.
	3	ASG	Resident Coordinator	United Nations resident coordinators ensure coordination of United Nations operational activities for sustainable development, creating a platform of cohesive, effective and accountable United Nations delivery of support towards the 2030 Agenda and promoting the development of national capacities. They lead United Nations country teams and draw expertise from United Nations resources at the country, regional and global levels, to provide integrated support to national development priorities and plans, in line with United Nations Sustainable Development Cooperation Frameworks agreed with the Governments. They are key facilitators of system-wide support for specific national needs and priorities as they leverage financing and partnerships for the Goals. They also support the delivery of the effective advocacy on sustainable development objectives, as well as the Charter of the United Nations, values, standards, principles and activities on behalf of the United Nations country team with the highest level of government. They promote the advancement of efficiencies in the work of the United Nations, developing and facilitating the implementation of Business Operations Strategies, and act as the United Nations designated official, ensuring effective coordination of country-level security and the safety of all United Nations staff and dependants and leading inter-agency security management teams. Lastly, when international humanitarian assistance is required and a separate humanitarian coordinator position is not established, resident coordinators lead and coordinate the response efforts of United Nations country team members and relevant humanitarian actors. They ensure synergies across development, humanitarian and peacebuilding interventions, in particular in contexts where they act as Humanitarian Coordinators and also Deputy Special Representatives of the Secretary-General, to build resilience and put countries on a path towards sustainable development.
	40	D-2		
	75	D-1		

Component	Posts	Grade	Description	Functions
				In determining the classification of a resident coordinator, the complexity of social, fiscal and economic development contexts, humanitarian situations and political instability in country are taken into consideration.
	82	P-5	Senior Development Coordination Officer, Head of the Resident Coordinator Office and Strategic Planning	Heads of the Resident Coordinator Office and Strategic Planning provide strategic advice to the resident coordinator and the United Nations country teams to ensure effective, high-quality and timely United Nations support for the host country in the implementation of the 2030 Agenda through a new generation common country analysis and United Nations Sustainable Development Cooperation Frameworks. They promote knowledge-sharing across entities and partners, going beyond sectoral approaches, and facilitate the positioning of the United Nations as a key provider of integrated services in support of the Goals, including by creating platforms for sharing expertise and best practices. They develop and leverage partnerships to facilitate resource mobilization to support delivery on the Cooperation Framework, involving donors, local businesses, private sector entities and others as relevant, to enhance financial and technical support. In addition, they oversee the implementation of a robust business operations strategy and promote a culture of continuous improvement and client orientation in operational service delivery to ensure and improve United Nations country team efficiency and effectiveness, while also managing the Resident Coordinator Office to ensure coordination and adherence to organizational policies and procedures. Furthermore, they promote knowledge management and capacity development, including by identifying and facilitating training opportunities and collaborations with stakeholders, such as academia, foundations and other knowledge institutions, for policy shifts and capacity-building at scale.
	24	P-4		
	26	NPO	Development Coordination Officer, Head of the Resident Coordinator Office and Strategic Planning	
	2	P-4	Development Coordination Officer, Regional Coordination Specialist	The Regional Coordination Specialists serve multi-country offices based in Barbados and Fiji, help United Nations resident coordinators and regional directors of the Development Coordination Office to build stronger synergies with intergovernmental regional and subregional organizations and facilitate the access of countries serviced by the multi-country office to United Nations regional assets. The incumbents coordinate and maintain effective dialogue and coordination mechanism with the designated regional counterparts, foster United Nations system joined-up, cross-border cooperation in service of small island developing States challenges, facilitate United Nations system support for regional integration processes and support the resident coordinator to facilitate a strengthened and positioned United Nations in relevant regional development processes leading to the identification of new areas of collaboration and ample stakeholder participation.
	17	NPO	Development Coordination Officer, Coordination Officer	The Multi-Country Office Country Coordination Officers are posted in countries serviced by multi-country offices where the United Nations resident coordinator does not reside to ensure quick and easy access by Governments to the United Nations development system offer. The incumbents therefore serve as first point of entry to tailored United Nations support for the specific needs and priorities of a country serviced by a multi-country office, under the leadership of the United Nations resident coordinator posted in the

Component	Posts	Grade	Description	Functions
				multi-country office hub. The incumbents foster joint cooperation at the country level in service of small island developing States challenges, strategic advice to the resident coordinator and national authorities to address complex issues in support of the implementation of international frameworks for small island developing States and the Goals, and provide strategic planning and coordination development support to the resident coordinator for improved United Nations country-level programming and partnership building.
	264	LL	Administrative Assistant	The Administrative Assistants ensure effective and efficient functioning of the resident coordinator offices, including through maintaining resident coordinators' calendars, providing protocol coverage to meetings, events and correspondences and coordinating high quality briefing materials for resident coordinators. Ensure provision of effective communications support to the office. The incumbents support human resources management, including contract administration; and general administration as required, including operational travel, monitoring accounts and payment to vendors and individual contractors for services, assist in physical space planning, organizing and coordinating seminars, conferences and translations of the resident coordinator offices.
	132	LL	Driver	The Drivers drive vehicles safely for the transport of authorized personnel, conducts deliveries of parcels, documents, etc. between the office and other offices; makes minor purchases and collects urgent purchases from local suppliers as requested; deals effectively and tactfully with officials and visitors; takes care of the day-to-day maintenance of the assigned vehicles; and performs standby driver duties.
Programme Support			Conversion of 25 posts in the Resident Coordinator System Business Management Branch in the Development Coordination Office, as follows: 1 D-1, 3 P-5, 11 P-4, 3 P-3, 6 GS (PL) and 1 GS (OL)	Programme support services are provided by the Resident Coordinator System Business Management Branch in the Development Coordination Office, with the overall objective of enabling the operations of the resident coordinator system and ensuring compliance of the system with Secretariat staff and financial rules and regulations. The Branch serves as the Executive Office of the Development Coordination Office and provides daily business services and administrative support to the Office and the resident coordinator system, including on human resources, information technology, finance, travel, procurement and systems platform management. The proposed conversion of 25 posts would ensure continued support for the Business Management Branch for all 162 countries and territories of the resident coordinator system. The functions of the 25 posts are detailed below.
	1	D-1	Chief of Branch, Resident Coordinator System Business Management	The Resident Coordinator System Business Management Branch oversees the delivery of the following functions: (a) business services and administrative support for the resident coordinator system, including in human resources, information management, finance, travel and procurement, as well as systems platform management; (b) coordinating and overseeing resident coordinator system work planning, budgeting and regular reporting; (c) development, oversight and reporting for the Development Coordination Office workplan and budget; (d) implementation, oversight and troubleshooting of the service-level agreement with service

Component	Posts	Grade	Description	Functions
				providers; and (e) financial management and financial reporting on all sources of funds for the resident coordinator system. The Chief of Branch provides strategic managerial oversight of the Development Coordination Office, including the monitoring and implementation of strategic plans, human resources, financial resources and operational management. The Chief ensures the set-up of required planning, reporting and engagement with oversight and legislative bodies for the resident coordinator system and ensures an enabling operational environment for all units of the resident coordinator system. In addition to leading, supervising and carrying out the work of the Branch, the Chief coordinates the support for the implementation of business operations strategies to help to optimize operational activities at the country level by eliminating duplication and by leveraging economies of scale and comparative advantages. The Chief also represents the Office on operational matters at international, regional or field-level meetings.
	1	P-4	Programme Management Officer, Strategic Planning	The Programme Management Officer manages the integrated work planning process for the resident coordinator system and supports the Office's strategic planning, budget management and reporting, specifically the Branch's workplan and budget. The incumbent provides strategic support in the development of corporate priorities and results framework for the resident coordinator system for accountability purposes, as well as in the engagement with oversight and legislative bodies; and ensures the implementation of the anti-racism action plan and organizational resilience frameworks.
	1	P-4	Programme Management Officer, Legal	The Programme Management Officer facilitates the establishment of appropriate authorizing environment for the resident coordinator offices and supports matters pertaining to delegation of authority. The incumbent acts as the Development Coordination Office legal focal point and in close coordination with the Office of Legal Affairs, reviews and advises on matters related to host country agreements and privileges and immunities, as well as coordinates necessary legal clearance for funding agreements, memorandums of understanding, United Nations to United Nations agreements, leases and commercial contracts.
	1	GS (OL)	Programme Assistant	The Programme Assistant provides administrative support to the Chief of Branch and drafts communications relating to all aspects of programme and project operations, including workplans and budgets, revisions and other related issues. The incumbent supports the Chief of Branch in liaising with senior officials internally and externally, and with knowledge management, monitoring of work and leave plans and recruitment processes of the branch.
Programme Support – Human Resources section	1	P-5	Senior Human Resources Officer	The Senior Human Resources Officer leads human resources strategy and talent/workforce management, provides strategic policy advice to the senior management of the Development Coordination Office on human resources matters of the resident coordinator system, oversees contractual management for resident coordinators, their offices and the Development Coordination Office regional teams, leads corporate and cross-cutting human resources projects and initiatives, including learning and development.

Component	Posts	Grade	Description	Functions
	4	P-4	Human Resources Officer	The Human Resources Officers provide management and advisory support functions to the resident coordinator system. One Officer leads the administration aspect, providing complex policy advice, including on exceptional cases, personnel life cycle, entitlements, benefits, supporting contractual and position management over the resident coordinator system staff, including for resident coordinators and all inter-agency capacities and supporting performance management and conduct and discipline cases; one officer manages the recruitment life cycle of positions and staff for the Development Coordination Office and the resident coordinator system supports the recruitment of non-staff categories, such as consultants and individual contractors, United Nations Volunteers and Junior Professional Officers, and is responsible for human resources data analysis and reporting; and the outposted officers provide additional management and advisory support in both administrative and recruitment matters, with a focus of serving in country.
	1	P-3	Human Resources Officer	The Human Resources Officer supports on managing inter-agency capacities (including secondments, reimbursable and non-reimbursable loans, and related invoices) and the onboarding/offboarding of resident coordinators, including coordination as needed with service-level providers. The incumbent serves as the Ethics Focal Point for the Development Coordination Office and provides policy support for conduct and discipline matters to the resident coordinator system.
	2	GS (PL)	Senior Human Resources Assistant	The Senior Human Resources Assistants manage all personnel movements, including entitlement and benefits for Development Coordination Office staff, engagement of non-staff capacities and coordinating as needed with service providers. Furthermore, one incumbent supports administrative performance management processes and offers management of the resident coordinator system, and one incumbent covers administrative support on travel, visa, United Nations laissez-passer and related matters, as well as support for human resources projects, such as Long Service Staff Awards.
Programme Support – Finance and Budget section	1	P-5	Chief of Section, Global Programme Finance	The Chief of Section oversees the development and compliance of finance and results-based management policies and strategies in accordance with General Assembly requirements to enable a system-wide approach and reporting for the entire resident coordinator system at all levels, headquarters, regions and countries. The Chief produces a global framework to integrate country- and regional-level results data for analysis, reporting and results-based budgeting and ensures substantive and financial results reporting on a regular basis.
	2	P-4	Finance and Budget Officer	The Finance and Budget Officer provides substantive support to the Chief, Global Programme Finance Section, in the management of all financial resources, including planning, monitoring and reporting. One incumbent supports the resident coordinator system's budget preparation and management, ensuring effective and accurate financial resources planning, management, oversight and reporting, and the other incumbent oversees financial accounting functions, including year-end closing, clearing of open commitments and advances, cost recovery and payment processing for the system.

Component	Posts	Grade	Description	Functions
	1	P-4	Finance and Budget Officer (Oversight)	The Programme Management Officer fulfils the mandated compliance and oversight functions, including internal control processes, enterprise risk management, internal and external oversight engagement vis-à-vis the Board of Auditors, the Office of Internal Oversight Services, the Joint Inspection Unit and beyond.
	1	P-3	Finance and Budget Officer	The Finance and Budget Officer contributes to the design of headquarters finance business processes, provides strategic support to the resident coordinator offices and United Nations country teams on financial issues and clarifies the content of internal standard operating procedures in the area of finance. The Finance and Budget Officer also provides guidance to resident coordinator offices and United Nations country teams on the preparation of budgets, analysis and reporting on approval processes.
	2	GS (PL)	Senior Finance and Budget Assistant	The Senior Finance and Budget Assistants provide technical support for budget planning, administering the cost recovery system and monitoring contributions. Furthermore, one Assistant assists managers in the preparation and explanation of resource requirements for budget submissions and positions management; and one Assistant supports the area of financial accounting, including by clearing open commitments and advances, raising commitments for various payment processing for the New York teams of the Development Coordination Office, assisting in the consolidation of input for the year-end closing process and other related tasks.
Programme Support – Operations section	1	P-5	Chief of Section, Global Resident Coordinator System Operations	The Chief of Section provides strategic advisory support to Development Coordination Office senior management on the implementation of the resident coordinator system operations and delivers policy guidance to the Chief of Branch on the development and management of overall strategies and interdivisional and interdepartmental policies and procedures. The Chief manages the support of operational services to resident coordinator offices, as well as at the Development Coordination Office.
	1	P-4	Information Management Officer	The Information Management Officer contributes to the strategic development and management of Development Coordination Office software and platforms. The incumbent ensures the efficient management of United Nations Sustainable Development Group platforms, databases and networks; develops section policies, guidelines and procedures in keeping with technological developments; and conducts research on new systems, records and archives using data from internal and external sources.
	1	P-4	Administrative Officer	The Administrative Officer provides operational support to the resident coordinator system both in the field and at the Development Coordination Office. The incumbent contributes to the development of operational policies for the resident coordinator system and proposes solutions for operational issues at the country, regional and local levels.

Component	Posts	Grade	Description	Functions
	1	P-3	Procurement Officer	The Procurement Officer plans, develops and manages all procurement and contractual aspects of projects of significant complexity related to worldwide procurement of diverse services and commodities. The incumbent advises the resident coordinator offices, as well as the Development Coordination Office and regional teams on the proper adoption of procurement guidelines in line with existing United Nations Secretariat policies, rules and regulations.
	1	GS (PL)	Senior Information Technology Assistant	The Senior Information Technology Assistant ensures compliance with corporate information systems management and technology standards, guidelines and procedures for the Development Coordination Office technology environment. The incumbent supports help desk functions on matters related to day-to-day communications and information technology for the Development Coordination Office, as well as in close collaboration with the Information Management Officer, provide guidance to Resident Coordinator Offices on relevant information system support matters.
	1	GS (PL)	Senior Procurement Assistant	The Senior Procurement Assistant serves as the focal point for coordination of logistics and events in the Development Coordination Office and supports the Procurement Officer in the implementation of procurement policies, strategies and actions.

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