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THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX 2

to the Commission Implementing Decision on the financing of the multi-annual action plan for Global Challenges (Partnerships) for 2024 -2026

Action Document for the EU's Voluntary Contribution to the UN Resident Coordinator System

MULTI-ANNUAL PLAN

This document constitutes the multiannual work programme within the meaning of Article 110(2) of the Financial Regulation, within the meaning of Article 23 of the NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	EU's Voluntary Contribution to the UN Resident Coordinator System (under the NDICI-GE-Global Challenges Partnerships MAAP 2024-2026) OPSYS number: ACT-62479 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe), through NDICI-GE Global Challenges (Partnerships)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out globally.
4. Programming document	NDICI-Global Europe 'Global Challenges' Thematic Programme, Multi-annual Indicative Programme 2021-2027
5. Link with relevant MIP(s) objectives / expected results	'Partnerships' Pillar (4.4), Specific Objective 1: "Enhanced global and multilateral partnerships", i.e. strategic cooperation with global and multilateral organisations and processes. Expected Results include: "Sustainable partnerships with IFIs, the UN and other multilateral partners around EU priorities".
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Priority Area 4: Partnerships. Sector: 998, 'Unallocated/Unspecified'.
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): 17 – Partnerships for the Goals Other significant SDGs (up to 9) and where appropriate, targets: 16 – Peace, Justice and Strong institutions; 13 – Climate Action; 10 – Reduced Inequalities; 5 – Gender Equality
8 a) DAC	99810 – Unspecified Sectors

code(s)					
8 b) Main Delivery Channel	United Nations – 41305				
9. Targets	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance				
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective	
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Aid to environment @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Gender equality and women's and girls' empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Reproductive, maternal, newborn and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Inclusion of persons with Disabilities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	RIO Convention markers	Not targeted	Significant objective	Principal objective	
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Climate change mitigation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Climate change adaptation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	11. Internal	Policy	Not targeted	Significant	Principal objective

markers and Tags:	objectives		objective	
	Digitalisation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	YES	NO	
	digital governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital entrepreneurship	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital skills/literacy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Connectivity @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	YES	NO	
	energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	education and research	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Migration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

BUDGET INFORMATION

12. Amounts concerned	<p>Budget line (article, item): 14.020243 – Partnerships</p> <p>Total estimated cost: EUR 1.05 billion (= USD 1.14 billion = USD 571*2 million = USD 281 million per year for the functioning of the RCS + USD 290 million per year for the 2030 Agenda of RCs and UNCTs</p> <p>Total amount of EU budget contribution for 2025-2026: EUR 16 million</p> <p>The contribution is for an amount of EUR 8 million from the general budget of the European Union for 2025 and for an amount of EUR 8 million from the general budget of the European Union for 2026, subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.</p>
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MANAGEMENT AND IMPLEMENTATION

13. Type of financing	Indirect management. The implementing entity(ies) will be selected in accordance with the criteria set out in section 4.3.1
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1.2 Summary of the Action

In May 2018, the UN Development System (UNDS) undertook a reform including the design of a reinvigorated Resident Coordinator System (RCS, launched in January 2019), to get UN Agencies/Programmes/Funds work together more efficiently at country level. In addition, UN Resident Coordinators (RCs) coordinate UN support to countries in implementing the 2030 Agenda for Sustainable Development.

The EU contributed EUR 73.4 million over 2019-2023 to the RCS – namely, to the System functioning (with about EUR 44.2 million, i.e., funds coming from various financing instruments managed by DG INTPA, NEAR and FPI Service) and the development of more than 60 Integrated National Financial Frameworks (with about EUR 29.2 million, i.e., NDICI-GE-Global Challenges funds managed by DG INTPA). Another EUR 30 million have been mobilised under DG INTPA management from NDICI-GE-Global Challenges for 2023-2026 to specifically boost, under RCs' leadership, digital transformation in a set of Partner Countries (15 pathfinders). With regard to EUMS, 23 MS have contributed USD 233.6 million to the System Functioning and 10 MS USD 216.8 million to RCs' SDG agendas over 2019-2023 (the EU and MS represent the largest donor). The present EU contribution worth EUR 16 million is meant to support the System itself (its functioning) and its SDG action in fields other than digital and potentially globally, i.e. in countries other than the 15 targeted by the coexistent contribution. The EU commitment is also political, in favour of the pursuit of the UNDS reform, the empowerment of the RCS, and the strengthening of the global EU partnership, in a Team Europe approach, with the UN at country level. Indeed, the present contribution intends to enhance sustainable partnerships between EU Delegations and UN RC Offices/Country Teams; thereby further promoting the effectiveness of EU-UN cooperation and, by extension, development effectiveness more broadly, at field level and the localisation of the 2030 Agenda in line with EU priorities (e.g., Global Gateway).

The EU financial support (8 million EUR in 2025 and 8 million EUR in 2026) shall be channelled through an entrusted implementer, that is a pillar-assessed UN entity, in indirect management. This Action shall contribute to strengthening the UN RCS and its leadership at country level to advance the 2030 Agenda.

1.3 Zone benefitting from the Action

The Action shall be carried out globally, with a focus on developing and emerging countries. Due to the NDICI thematic programme global outreach, the eligibility of the action may extend to EU candidates and potential candidates as well as overseas countries and territories.

2 RATIONALE

2.1 Context

In the context of the United Nations Development System (UNDS) reform mandated by the UN General Assembly in Resolution A/RES/72/279 of 31 May 2018, the UN promoted to reinvigorate its Resident Coordinator System (RCS). The RCS works under the UN Secretariat as of 1 January 2019: Resident Coordinators (RCs) are designated by and report to the UN Secretary-General and are the highest-ranking representative of the UNDS at country level, leading UN Country Teams (UNCTs). To date, 130 RCs lead 132 RC Offices/UNCTs worldwide, servicing 162 countries and territories.

Significantly, RCs represent the UN at country level; promote and advocate for the fundamental values and principles of the UN Charter; lead UNCTs in consultations with host Governments; support UNCTs in developing UN Cooperation Frameworks with host Governments and stakeholders; coordinate operational activities implementing the 2030 Agenda for Sustainable Development; coordinate UN response efforts and humanitarian actors in cases where humanitarian assistance is required; facilitate the integration of UNCTs' work with UN peacekeeping or political missions.

The Action is central to the EU priority of upholding the principles of multilateralism and strengthening rules-based global governance with the UN at its core, as spelled out in the *Joint Communication on Strengthening the EU's Contribution to Rules-based Multilateralism*.

The EU has strongly supported the UNDS reform since its inception, both politically and financially, to also leverage the comparative advantages and capacities of the UNDS and advance EU policy priorities in Partner Countries.

Moreover, a continued EU support to the RCS becomes crucial in the context of the recent formulation of the *EU-UN Joint Guidance to Strengthen EU-UN Country Cooperation* – document jointly circulated to EU Delegations and UN RCs and UNCTs.

2.2 Problem Analysis

Short problem analysis:

With the Sustainable Development Goals off track and against the backdrop of increasing global challenges, demands for support from developing countries have increased on all fronts. Strong, integrated, and expert UN leadership, as envisioned in the repositioning of the UNDS, is now more essential than ever if the UN with its Member States are to respond effectively and at the scale needed to rescue the Sustainable Development Goals. Leadership, connecting and convening in the Resident Coordinator System enabled a more decisive stepping-up of the UN Development System to help address critical triggers for development acceleration (up to 2022, the UNSDG met or experienced progress on 57% of the Funding Compact targets, with a further 26% in the works, and a remaining 14% stalling or experiencing insufficient progress).

Resident Coordinators also devoted significant attention to helping United Nations entities advance cost efficiencies in their operations at the country level, so that more resources would be freed up to support country-level programming.

According to the feedback from DESA survey run in 2022¹, host countries reconfirmed the value of the reinvigorated cohort of Resident Coordinators and agreed that the RCS has stepped up collective and coherent action, thereby leveraging the comparative advantages of individual entities. Nevertheless, the RC System has been constantly facing funding shortages, since its inception, and this may be likely to jeopardise the success of the reform, in which the EU continues to believe. Underfunded RC Offices struggle to serve as strategic entry points to the UN and its expertise, mobilise funding for joined-up action and leverage financing of the Goals.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:

- UN HQ, UN Country Teams, UN RC Offices, Country Governments

The RC System enables integrated support to Partner Countries in alignment to their national priorities and through demand-driven, context-specific and UN Development Assistance Framework-based Joint Programmes, designed and delivered by UN Country Teams in partnership with national and other stakeholders. The above-mentioned survey reported on developing countries' Governments praise of the RCS. They perceive that RCs provide a better access to United Nations expertise, and that they effectively lead the delivery of strategic support for the implementation of national plans and priorities.

- Local Authorities and Civil Society

Significantly, RCs enhance dialogue between local authorities and civil society. In 2022, >95% of the UNCTs reported on the RCS avoiding duplication of efforts for the UN entities in interaction with national/regional and local authorities and/or public entities. 100% of them also reported on RC-coordinated Joint Programmes facilitating engagement with diverse stakeholders. The System indeed promotes participatory UN processes and participatory consultations and feedback loops with national authorities, parliamentarians, civil society, private sector, academia, development partners, women and girls, youth, indigenous people, people with disabilities, and other vulnerable groups. Partnerships with civil society organisations have been most active in Joint Programmes working on integrated policies.

- EU Delegations and EU Member States

In addition, empowered RCs also provide, at country level, EU Delegations and EU Member States' embassies with a single UN interlocutor, and therefore Team Europe approach actors can rely on a more coherent and efficient cooperation with the UNDS and a better UN involvement with Team Europe Initiatives and Global Gateway roll-out.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

Overall Objective: to confirm the EU support to the implementation of the UNDS reform in a view to increasing the effectiveness and efficiency of the multilateral/UNDS/UN System, in accordance with the Joint Communication on Multilateralism.

¹ [Report of the Chair of the UN Sustainable Development Group \(April 2023\)](#)

Specific Objective: to contribute to strengthening the performance and leadership of the UN Resident Coordinator System and its leadership at country level for the coordinated implementation of the 2030 Agenda and of the principle of leaving no one behind, to advance the achievement of the SDGs for all.

Outputs:

- 1) Within the UN System, empowered steering and leadership capacities of the Resident Coordinator System in countries, involving better coordination between UN RC Offices/UNCTs and UN Agencies/Programmes/Funds.
- 2) Under the RCS leadership, increased opportunities for strategic planning between the UN System and country governments and local authorities, with also (broader) civil society engagement (including marginalised groups).
- 3) Strengthened RCS capacities to facilitate the acceleration of the implementation of the Goals at country level.
- 4) Increased opportunities for dialogue and coordination at country level between EU Delegations and UN RC Offices/UNCTs.

3.2 Indicative Activities

The EU contribution is meant to facilitate the build-up and deployment of RC Offices' capacities in support of the UNDS' efforts in localising and realising the 2030 Agenda, with a view to ultimately eradicate poverty, leave no one behind and promote human rights. The EU contribution also intends to help the UN better implement the UN System-wide action plan to improve gender equality and women empowerment and [disability inclusion strategy](https://www.un.org/en/content/disabilitystrategy/)².

RCs do more than simply coordinate. They use their convening power and bring the System together to deliver more than the sum of its parts. In 2022, 92% of host country governments expressed appreciation for their work in leveraging partnerships to achieve the SDGs. Empowered RCs are therefore the cornerstone of the repositioned UNDS. They provide the necessary leadership and impartiality required for an integrated policy and programmatic response by UNCTs – focused squarely on country needs and priorities – and for leveraging financing at scale.

When designing Cooperation Frameworks and beyond, RCs manage to mobilise technical, normative and policy expertise of even non-resident actors (if relevant), with always a view to fostering coherence and cross-fertilization among development cooperation, humanitarian action and peacebuilding efforts and actors.

In addition, RCs oversee the launching of inter-agency calls for proposals to promote catalytic investments in key transformations that have multiplier effects across the Goals (e.g., the call for the digital launched in 2023 and co-financed by the EU). These investments are central to boosting poverty eradication, climate action, reducing inequalities, and creating equal opportunities for different societal groups (e.g., marginalised minorities, women and girls, migrants, internally displaced, refugees, persons with disabilities, LGBTI persons). RCs, indeed, work with governments and donors to mobilise support for accelerated action in critical areas including (besides digital) climate action and protection of biodiversity, decent jobs and social protection, transformation of food systems, of energy systems, and of inclusive education systems, all being in line with EU priorities, including as reflected in the Global Gateway strategy, the Gender Action Plan III, the Strategy for the Rights of Persons with Disabilities (2021-2030) and other human rights commitments of the EU.

3.3 Mainstreaming

This action is labelled G-1 (gender equality is a significant objective): more than 50% of the RCs are women (c.f. 2023 Report of the Chair of the UNSDG), and more than 50% of the people benefitting – over 2019-2022 – from Joint SDG Fund integrated policy solutions are women, mainly those left behind and impacted by the compounding crises (c.f. JSDGF 2022 Annual Report).

Label I-1 (reducing inequalities is a significant objective): 93% of the JSDGF 'Joint Programmes' have been addressing structural inequalities and the principle of leaving no one behind (ibidem). Slightly more than a third of the JSDGF 'Joint Programmes' have been primarily addressing human rights issues, the needs of persons with disabilities (label D-1, disability inclusion is a significant objective), and youth inclusion (ibidem). Indigenous people and other vulnerable groups have equally been at the heart of many RCS country actions meant to facilitate or improve access to social protection. In parallel, 75% of 'Joint Programmes' have been integrating environmental and social safeguards and standards (ibidem).

Aid to environment is a significant objective: UN RC Offices will keep working with country governments and diverse stakeholders on national masterplans focusing on adaptation and climate-resilient growth. Moreover, RCs will keep coordinating with country governments and (regional) collaborative platforms preparations for the annual

² <https://www.un.org/en/content/disabilitystrategy/>

Conference of the Parties (COP) to the UN Framework Convention on Climate Change (UNFCCC), thereby helping to inform national positions and plans for joint advocacy and action.

Under the leadership of the Resident Coordinator, UN Country Teams respond to multidimensional priorities, through a joint approach that brings together the expertise and different scopes of multiple UN Agencies, Programmes and Funds at once. Being transversal in nature, even when adopting thematic focuses, RCs' action can largely help meet cross-cutting challenges and NDICI targets.

All Joint Programmes promoted by RCs shall contribute to enhancing SDG performances in an integrated way, mainstreaming inter alia the triple transition, gender equality and women rights, youth empowerment and inclusion of persons with disabilities, and addressing cross-cuttingly the principle of leaving no one behind.

Mainstreaming climate-, environment-, gender-, human rights-responsive approaches into programmes and strategic plans, including in Cooperation Frameworks and Joint Programmes, has been a priority under the RC mandate since its relaunch. Sustainable development is no development if it excludes women, youth, indigenous, impaired and vulnerable and/or marginalised people. RCs' collective efforts to advance the Sustainable Development Goals are anchored in human rights for all, gender equality and leaving no one behind as guiding principles.

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
External	Risk 1: The UN may not be able to mobilise sufficient resources from donors to reach optimal operational levels.	Medium	High	<p>The UN Secretariat has developed and is implementing an internal resource mobilisation plan; is keen to adjust disbursement targets to reflect available resources; and is very much pushing for centralising UN funding requests.</p> <p>A system-wide cost-efficiency strategy is in place at the UN. This includes investing in specialized capacities to advance work streams related to business operations strategies, common back offices and common premises. A continuous review and risk-informed planning is undertaken to ensure efficient and effective services.</p> <p>In addition, negotiations are currently ongoing in NY on a new RCS financing formula (presented by the UN Secretary-General). These are expected to end in April/May 2024 and may potentially result in an increase of the assessed contributions the UN membership pays to the regular UN budget. In parallel, the 2024 Summit of the Future is expected to step up financial commitments for the</p>

				localisation and realisation of the 2030 Agenda, including under the leadership of RCs/UNCTS. This would allow more predictable funding.
Internal	Risk 2: RCs are poorly able to perform their tasks properly.	Low	High	RC selection system has been strengthened and candidates benefit from training, career coaching and exposure to serving RCs in preparation for leadership positions. However, in the implementation of this action, a close monitoring of the situation on the ground and an early identification and support mechanism (mainly via EU Delegations) will be encouraged.
Internal/External	Risk 3: Cooperation between the UN RCs/UNCTs and EU DELs faces shortcomings	Low	Medium	The EU-UN 'Joint Guidance to Strengthen Collaboration at Field Level' has been circulated to RCs, UNCTs and EU DELs. It encourages to maintain regular EU-UN contacts at field level, and potentially schedule joint meetings at both country and HQ level to address shortcomings.
Internal	Risk 4: UN 'cooperation frameworks' and 'Joint Programmes' are ill-suited	Low	High	Such a risk may arise from weak starting points – i.e., weak UN 'common country analyses'. Under the RC leadership, policy analysis, strategic foresight and agenda-setting have proven to have great potential for improvement. RCs, indeed, better connect UN actors (both HQ and onsite), local authorities and stakeholders, with a view to designing enhanced strategies. EUDEL-UNRC cooperation can provide a further added value to capitalise on. In addition, engagement and consultation with rights holders and their representative organisations will support a better alignment between the 'frameworks', 'JPs' and people's needs and demands.
Internal/External	Risk 5: Effectiveness in accelerating and up-scaling local SDG agenda is limited	Medium	High	SDG action of the RCS, up-scaling of funds and lessons learnt are monitored and reported.

Lessons Learnt:

Some of the key strategic lessons³ include: the enforcement of an advanced programmatic design, focused on both SDG achievements and national priorities, to ensure catalytic and multiplier effects across the development landscape; the empowerment of the RCS and multi-stakeholder collaboration in co-creation and co-financing of solutions focused on common results that accelerate the Goals; and a prioritisation of the needs of the most vulnerable, as a part of a broader systems transformation leaving no one behind, which implies that all Goals should be met for everyone in society, with a particular emphasis on reaching those furthest behind.

E.g., even under financial constraints, RCs played a crucial role in coordinating, with Governments and UN Country Teams, the UN COVID-19 crisis response and UN actions responding to the global cost-of-living crisis exacerbated by the war in Ukraine, together with a boost to social protection and effective strategies to include vulnerable groups (e.g., persons with disabilities). Through RC offices, UN Agencies were able to launch more coordinated funding appeals to fill gaps in response. The RCs and EU DELs' actorness proved to work constructively.

3.5 The Intervention Logic

This Action is meant to help close the UN financing gaps to implement the 2030 Agenda on the ground by contributing to the UN RCS.

The RCS helps foster a more coherent, effective and efficient UN support for tailored solutions under the Goals, in alignment with country priorities and needs and enhancing coordination between UNCTs, onsite UN actors and local authorities. Better coordination also helps the UN advance cost efficiencies in operations at the country level, so that more resources could be freed up to further support country-level programming.

The EU funding is indeed primarily expected to support country-level impact through the implementation of Joint Programmes, led by UN RCs at Country Team level. RCs, building on the 'One UN' logic, will bring together multiple UN Agencies operating on the field and make them join forces and work together ('Joint Programmes' are implemented by at least two UN entities). Under such a scenario, RCs will also launch a series of inter-agency calls for proposals with a view to mobilise both public and private resources for catalytic investments in both mature and exploratory Programmes with a high transformative SDG potential and liable to achieve cross-cutting results (e.g., SDG localisation, gender equality, inclusive prosperity, youth engagement and disability inclusion).

This Action will take a "bottom-up" approach to address a diversity of needs across countries. While country-level initiatives will have their own unique results, the Action will identify a limited set of core results that can be aggregated across all Joint Programmes.

Adequate and predictable funding, along with further consolidation of the UNDS reform and good governance practices inspired by the principles of transparency and accountability, will be essential for the RCS to deliver. The EU intends to accompany these UN efforts and together with the UN stand by Partner Countries as they work to accelerate progress towards achieving the Sustainable Development Goals.

³ <https://jointsdgfund.org/publication/2022-joint-sdg-fund-annual-report>, [Report of the Chair of the UN Sustainable Development Group \(April 2023\)](#), [sg-qcpr-report-2023.pdf \(un.org\)](#)

3.6 Logical Framework Matrix

The logframe matrix constitutes the basis for the monitoring, reporting and evaluation of the intervention (i.e., it includes measurable and relevant indicators to assess progress in delivering). A more detailed logframe than the indicative below will be developed at contracting stage. Baselines and targets for the action will be set for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. Further columns may set intermediary targets for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g., including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action. The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

In total, the indicative logframe should have a maximum of 10 expected results, including Impact, Outcomes and Outputs.

PROJECT MODALITY (3 levels of results / indicators / Source of Data / Assumptions - no activities)

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
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Impact	<p>The Overall Objective of this action is to confirm the EU support to the implementation of the UNDS reform and therefore to a reinforced and more efficient multilateral/UN system.</p>	<p>% of host governments that consider that the configuration of UN country support is adequately tailored to meet their challenges and needs</p> <p>% of RCs that consider that the configuration of the UN country support is fit for purpose</p> <p>% of host countries that agree that the RCS helps to minimise duplication of efforts among UN entities and ensure efficient use of resources</p> <p>% of contributing countries that report that there has been a reduction in duplication or overlap among UN activities</p> <p>volume of additional public and/or private resources that the RCs have mobilised for the implementation of the 2030 Agenda</p>	[at contracting stage]	[at contracting stage]	[at contracting stage]	<i>Not applicable</i>
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Outcome 1	<p>The Specific Objective of this action is to contribute to strengthening the UN Resident Coordinator System and its leadership at country level to advance the effectiveness of the UN 2030 Agenda</p>	<p>% of UNCT members reporting to RCs</p> <p>% of host governments that consider that, respectively, strengthened RC Offices, Common Country Analyses, Cooperation Frameworks, and Joint Workplans have improved the UN country offer to a great or moderate extent</p> <p># of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the SDGs</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>
Output 1 relating to Outcome 1	<p>Empowered RCS and increasingly better coordination between UN RC Offices/UNCTs and UN Agencies/Programmes/Funds</p>	<p># of RC Offices that have increased their human and/or technical resources (via the support of the EU)</p> <p># of jointly implemented actions (with the support of the EU)</p> <p>% of host countries that report that RCs are a more effective and equal entry point to UN country support</p> <p>% of host governments that agree that their UNCT operates collaboratively and is flexible</p> <p>% of RCs that agree that their UNCT operates collaboratively and is flexible</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>

<p>Output 2</p> <p>relating to Outcome 1</p>	<p>Strategic and inclusive UN-local authority planning with also civil society engagement, under the RCS leadership</p>	<p># of Cooperation Framework Joint Workplans agreed and/or made public</p> <p>% of host governments that consider that RCs provide effective leadership in respect of strategic support for national plans and priorities</p> <p>% of host governments that agree that UNCTs meaningfully engage with civil society (%), women's groups (%), youth (%) and organisations of persons with disabilities (%)</p> <p>% of Joint Programmes that facilitate engagement with diverse stakeholders (e.g., parliamentarians, civil society, IFIs, bilateral/multilateral actors, private sector)</p> <p># of government policies developed or revised with CSO participation (via the support of the EU)</p> <p>% of UNCTs that meet at least 75% of all UN-SWAP (System-Wide Action Plan on Gender Equality) indicators</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>
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<p>Output 3 relating to Outcome 1</p>	<p>Acceleration of the implementation of the Goals under RCs' leadership</p>	<p>% of host countries that agree that the RCS has stepped up collective and coherent action and helped to leverage the comparative advantages of individual entities</p> <p>% of host governments that rate adequate the RCS support to INFFs and to leverage financing for the SDGs</p> <p>% of host countries that express appreciation for the work of RCs in leveraging partnerships to achieve the SDGs</p> <p># of new multi-stakeholder partnerships that have been promoted by the RCs to advance SDGs' priorities and targets</p> <p># and(/or) % of targeted countries where integrated, multi-sectoral policies and policy solutions for LNOB (e.g., gender equality, women's empowerment, disability inclusion) have been implemented to accelerate SDG progress</p> <p># and(/or) % of Joint Programmes that include addressing structural inequalities and the principle of Leaving No One Behind (including disability inclusion through the implementation of the UNDIS)</p> <p>% of Joint Programmes that incorporate a gender-sensitive approach and/or address climate change-related challenges</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>	<p>[at contracting stage]</p>
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Output 4 relating to Outcome 1	Increased cooperation at country level between EU Delegations and UN RC Offices/UNCTs	<p>% of UN RC Offices/UNCTs designing a Cooperation Framework that consulted development partners (bilateral and multilateral donors) including the EU</p> <p># of policy dialogues at country level in which both the UN RC Offices/UNCTs and the EU Delegations actively participate(d)</p> <p>% of UN RC Offices/UNCTs that have developed joint actions with the EU Delegations and/or EU Member States</p> <p>% of host governments that report that technical support, support for capacity and data, and support to leverage partnerships for national priorities are adequate or higher</p>	[at contracting stage]	[at contracting stage]	[at contracting stage]	[at contracting stage]
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4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

To implement this action, it is not envisaged to conclude a financing agreement with Partner Countries.

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the date of the adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer in duly justified cases.

4.3 Implementation Modalities

The Commission will ensure that the EU rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures⁴.

4.3.1 Indirect Management with an Entrusted Entity

This action may be implemented in indirect management with an entrusted entity, which will be selected by the Commission's services using the following criteria:

- It commits to the reform of the UN Development System as agreed by the UN membership;
- It has the authority and operational capacity to mobilise the UN Resident Coordinator System;
- It can receive, consolidate, manage and account for contributions to and financial transactions of the UN Resident Coordinator System, in a transparent and effective way;
- It is an important normative, policy and strategic interlocutor of the EU;
- Partnering with it confirms the EU's rules-based multilateral engagement;
- It has a track record in soundly implementing EU development assistance actions in indirect management;
- It has a proven field experience;
- Its action (global) can ensure aid effectiveness and arouse multiplier effects across the objectives of this project;
- It commits to fostering sustainable partnerships between the UN RCS and EU Delegations.

The implementation by this entity shall focus on meeting the objectives described in section 3, to which this modality will contribute.

In case the envisaged entity would need to be replaced, the Commission's Services may select another entity using the same criteria. If the entity is replaced, the decision to replace needs to be justified.

⁴www.sanctionsmap.eu. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

4.3.2 Changes from Indirect to Direct Management Mode (and Vice Versa) Due to Exceptional Circumstances (one alternative second option)

When the preferred modality of indirect management (as described in Section 4.3.1) cannot be implemented due to circumstances outside the Commission's control, the alternative modality for implementing the above-described activities would be direct management (e.g., a direct grant to an entrusted entity chairing the UN RC System, to be financed based on the achievement of results measured by reference to previously set milestones or performance indicators). The above-mentioned selection criteria would still apply.

4.4 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)	EU contribution (amount in EUR)
	2025	2026
Implementation modalities – c.f. section 4.3		
Objective/Outputs (c.f. section 3.1) composed of		
Indirect management with an entrusted entity – c.f. section 4.3.1	8,000,000	8,000,000
Evaluation – cf. Section 5.2 Audit – cf. Section 5.3	may be covered by another Decision	may be covered by another Decision
Contingencies	/	/
Totals	8,000,000	8,000,000
Totals	16,000,000	

4.5 Organisational Set-up and Responsibilities

The UN RC System reports to the UN Member States at the Operational Activities for Development Segment (OAS) of the Economic and Social Council (ECOSOC) of the United Nations. OAS-ECOSOC meets annually to provide overall coordination and guidance to the governing bodies of the United Nations Development System. The EU and EU MS carefully follow in such forum as well the empowerment of the Resident Coordinator System, notably when it comes to ensuring cooperation with EU HQ and Delegations and discussing its funding strategy.

In addition, the RCS SDG agenda relies on further multistakeholder initiatives, including the Joint SDG Fund. The EU – among the major donors to the Fund – seats in its Strategic Advisory Group.

Not least, UN Joint Programmes/Workplans establish Steering Committees at country level and are composed of RCs, country governments, UN Agencies/Programmes/Funds, and other UN country partners. Although these fora are rather UN fora, the EU – via its Delegations – has chances to make its voice heard, notably through contacts with RCs.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The UN RC System is scrutinised by OAS-ECOSOC and UN membership annually, based on an annual report providing details on the development coordination results according to the multi-annual RCS results framework. Additional and more detailed information on development coordination results in various countries can be found on the website of the Development Coordination Office and on the UNSDG data portal (UN-INFO).

Other reports that serve the purpose: reports of the Office of Internal Audit (OIA), of the Office of Internal Oversight Services (OIOS), SDG Financing Reports, Integrated Policy Reports, assessments of the Multilateral Organisation Performance Assessment Network (MOPAN), as well as other non-formal means, including EU internal surveys on EU Delegations' engagement with UN RC Offices.

At the specific level of this action, the day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix agreed at contracting stage.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.2 Evaluation

Having regard to the nature of the action, an ex-post evaluation will not be carried out for this action or its components. However, even if an evaluation is not planned, the Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner.

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

The financing of the evaluation may be covered by another measure constituting a Financing Decision.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

The financing of the audit shall be covered by another measure constituting a Financing Decision.

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle adopts a new approach to pooling, programming and deploying strategic communication and public diplomacy resources. In line with the 2022 "[Communicating and Raising EU Visibility: Guidance for External Actions](#)", it remains a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources

will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

Appendix 1 REPORTING IN OPSYS

A Primary Intervention (project/programme) is a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

Articulating Actions or Contracts according to an expected chain of results and therefore allowing them to ensure efficient monitoring and reporting of performance;

Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);

Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention chosen can be modified (directly in OPSYS) and the modification does not constitute an amendment of the action document.

The intervention level for the present Action identifies as (tick one of the 4 following options);

Action level (i.e. Budget Support, blending)		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action
Group of actions level (i.e. top-up cases, different phases of a single programme)		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#): <Present action> <Other action(s)>
Contract level		
<input type="checkbox"/>	Single Contract 1	<foreseen individual legal commitment (or contract)>
<input type="checkbox"/>	Single Contract 2	<foreseen individual legal commitment (or contract)>
	(...)	
Group of contracts level (i.e. series of programme estimates, cases in which an Action includes for example four contracts and two of them, a technical assistance contract and a contribution agreement, aim at the same objectives and complement each other)		
<input type="checkbox"/>	Group of contracts 1	<foreseen individual legal commitment (or contract) 1> <foreseen individual legal commitment (or contract) 2> <foreseen individual legal commitment (or contract) #>