
**MANAGEMENT
AND
ACCOUNTABILITY
FRAMEWORK OF
THE UN
DEVELOPMENT
AND RESIDENT
COORDINATOR
SYSTEM**

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To note: Country chapter of MAF only – regional and global chapters to follow. MAF also to be reviewed, as required, in the second semester of 2019 to ensure alignment with other reform products e.g. UN Cooperation Framework, SWSD, MCO and Regional Reviews, and address issues arising from implementation, as necessary.

MANAGEMENT AND ACCOUNTABILITY FRAMEWORK OF THE UN DEVELOPMENT AND RESIDENT COORDINATOR SYSTEM



UN SUSTAINABLE DEVELOPMENT GROUP

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THE MANAGEMENT AND ACCOUNTABILITY FRAMEWORK OF THE UN DEVELOPMENT AND RESIDENT COORDINATOR SYSTEM

1. INSTITUTIONAL CONTEXT

The ambitious 2030 Agenda requires bold changes across the United Nations. Achieving the Sustainable Development Goals is an imperative for a safe and secure future of prosperity, opportunity and human rights for all. The 17 Sustainable Development Goals are universal, interlinked and indivisible, and demand that we reinvent ourselves to better serve countries and people. The landmark resolution agreed by all 193 countries on 31 May 2018 ([A/RES/72/279](#)) provides the mandates required for the Secretary-General and the UN system to take forward their collective responsibilities to make the United Nations (UN) fit for purpose to support the 2030 Agenda.

As such, the Management and Accountability Framework (MAF) is a foundational piece in the reinvigoration of the Resident Coordinator (RC) system. It provides a clear, unambiguous framework for management and accountability within UN Country Teams, to ensure a consistent approach across countries in a way that remains faithful to the letter and spirit of the General Assembly resolution on the repositioning of the UN development system. The dual accountability system – at the centre of the reform effort – ensures that country representatives remain fully accountable to their respective entities on individual mandates, while periodically reporting to the RC on their individual activities and on their respective contributions to the results of the UN development system towards the achievement of the 2030 Agenda at the country level on the basis of the United Nations Sustainable Development Cooperation Framework (the “Cooperation Framework”)¹.

In line with the letter, spirit and intent of the General Assembly resolution, the MAF will underscore the criticality of ownership from the UN Sustainable Development Group (UNSDG) for the success of the reinvigorated RC system, while also ensuring leadership of an effective RC system in coordinating the implementation of the 2030 Agenda.

The **UN development system** (UNDS) is constituted and collectively owned by the UN entities that carry out operational activities for development to support countries in their efforts to implement the 2030 Agenda for Sustainable Development, including the 17 Sustainable Development Goals. While it is recognized that the primary accountability for individual programmes lies with respective governing bodies, all entities engaged in operational activities for development are also accountable for the shared results and impact of the UN development system.



The **United Nations Sustainable Development Group** (UNSDG) is the high-level inter-agency forum for joint policy formulation and decision-making across the UNDS. It provides strategic direction and oversight to ensure UN development system entities deliver coherent, effective and efficient support to countries seeking to attain sustainable development. The UNSDG comprises 40-member entities (Annex 1) and guides, supports, tracks and oversees the coordination of development operations in 165 countries and territories. The UNSDG is chaired by the UN Deputy Secretary-General. The UNDP Administrator serves as UNSDG Vice-Chair.



The **UN Development Coordination Office** (UNDCO) assumes the managerial and oversight functions of the resident coordinator system under the leadership of an Assistant Secretary-General

¹ Formerly the UN Development Assistance Framework (UNDAF)

and with collective ownership of the United Nations Sustainable Development Group. UNDCO started operating on 1 January 2019 as a stand-alone coordination office within the Secretariat, reporting directly to the Deputy Secretary-General, as Chair of the UNSDG. DCO also provides advisory services to UN Country Teams (UNCTs) under the leadership of the Deputy Secretary-General/Chair of the UNSDG and drawing on the inputs and expertise of all UNSDG members.



The **Resident Coordinator system** ensures the coordination of all organizations of the UN dealing with operational activities for development at the country level, regardless of the nature of their presence in the country. The Resident Coordinator system is focused on the advancement of sustainable development, with a focus on the 2030 Agenda for Sustainable Development. The RC system is comprised of **Resident Coordinators, Resident Coordinator Offices and UN Country Teams (UNCTs)**, including non-resident agencies. The RC system is managed by **UNDCO**, under the leadership of the **Assistant Secretary-General for Development Coordination** and with collective ownership of the members of the UNSDG.



Under the leadership of the RC, UNCTs prepare **United Nations Sustainable Development Cooperation Frameworks** (UN “Cooperation Framework”) together with national governments and in consultation with other national and international stakeholders to ensure ownership and alignment with national development priorities, including the 2030 Agenda and the Sustainable Development Goals. UN Cooperation Frameworks are the most important instrument for the planning and implementation of UN development activities in each country. They, thereby, inform the presence, composition and programmatic focus of the UN entities as engaged in the design and delivery of the UN Cooperation Frameworks as indicated in A/RES/72/279².

The United Nations development and Resident Coordinator systems belongs to all its members, founded on a governance system with broad participation and clear accountability. To this effect, this MAF seeks to:

- a) identify relevant UN development system members, their roles, responsibilities and inter-relationships;
- b) provide an accountability framework to hold members to account and monitor their commitments; and
- c) establish an informal mechanism for resolving disputes regarding the implementation of the agreements contained in the MAF.

2. COUNTRY-LEVEL ROLES AND RESPONSIBILITES

² “...requests the Secretary-General to work, through the UNSDG and in consultation with the Member States concerned, to determine appropriate criteria with regard to the presence and composition of UN Country Teams, based on country development priorities and long-term needs and the approved UNDAF...” para.3

2.1 Resident Coordinator

The duties and responsibilities of Resident Coordinators are laid out in the RC job description (Annex 2), including the following key characteristics:

- The RC with strengthened authority³ and leadership, is the highest-ranking⁴ representative of the UN development system at the country level and (s)he is the designated representative of – and reports to – the Secretary-General;
- The RC is responsible for the coordination of operational activities for development of the UN in support of countries' efforts towards implementation of the 2030 Agenda;
- The RC leads and supports the UNCT in the development, monitoring and reporting of the UN Cooperation Frameworks. (S)he coordinates the UNCT's implementation of the UN Cooperation Framework, and works with UNCT members 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 UN Cooperation Framework and 2030 Agenda;
- The RC supports, catalyzes and advocates for the work of UNCT members and supports all UNCT members, including Non-Resident Agencies (NRAs), in reaching their agency-specific goals.
- The RC manages and provides strategic guidance and oversight to the RC Office (RCO). RCOs fulfill five key functions in support of the responsibilities of the RC and the UNCT: (1) strategic planning; (2) development economics; (3) partnerships and development finance; (4) data and results management and reporting; and (5) communications and advocacy.
- The RC will lead the UN Country Team in consultations with the host Government to define and agree on the UN's strategic response to the government's priorities. On the basis of these country-specific responses, the RC also has a role in facilitating a dialogue between UNCT members and government counterparts on country-level presence of the UN development system, to ensure an effective, efficient and responsive field structure.
- The RC also has a role in informing the leadership profile of UNCT members, in consultation with respective regional directors, as well as in the confirmation to the respective regional director of the alignment of the country programme document with UN Cooperation Framework priorities as part of the respective clearance process of country programmes.
- In contexts where international humanitarian assistance is required, and a separate Humanitarian Coordinator or lead agency is not designated, the RC leads and coordinates the response efforts of United Nations and relevant humanitarian actors, in accordance with General Assembly resolution 46/182 and related resolutions, facilitating linkages between humanitarian and development programming for enhanced and sustainable impact.
- In conflict and post-conflict settings, the RC facilitates the integration of the UNCT's work with UN peacekeeping or political missions to fully contribute to building resilience, prevention, sustaining peace and to transition planning and management.

³ The term "authority" recognizes the role of the Resident Coordinator as carrying the delegated authority of the Secretary General to make decisions as they relate to UN system-wide efforts and collective results on operational activities for development.

⁴ The term "highest-ranking" recognizes the role of the RC as having the highest decision-making authority, as delegated by the Secretary-General, for the UN's system-wide efforts and collective results on operational activities for development in a country and has no bearing on the grade of the position.

- The RC promotes and nurtures staff learning and the implementation of staff rules and policies, including on gender parity and prevention of sexual exploitation and abuse, sexual harassment, and gender parity, as well as the principles of the UN System Leadership Framework, in coordination with respective entities.
- Where the RC is the highest UN official, and in coherence with responsibilities of the Humanitarian Coordinator on protection from sexual exploitation and abuse (PSEA)⁵, the RC has system-wide responsibility for developing collective PSEA strategies and ensuring that PSEA action plans are implemented, and assisting victims of sexual exploitation and abuse.

2.2 United Nations Country Team

- The UNCT is the main interagency mechanism in country for inter-agency coordination and decision-making. It is led by the Resident Coordinator and composed of the representatives of the United Nations entities carrying out operational activities for development in the respective country. The UNCT can also include representatives of the wider UN system, for example, the Bretton Woods institutions. The relationship between UNCT members, including the Resident Coordinator, is based on the principles of leadership for an integrated response to SDG-related needs and priorities, and mutual accountability for results.
- UNCT members have two interrelated sets of accountabilities: firstly, to their respective entities on individual mandates; and, secondly, to their respective RC for results as defined in the UN Cooperation Framework and other inter-agency agreements of the UNCT.
- A strengthened UN Cooperation Framework, agreed with the government, is the most important instrument for the planning and implementation of UN development activities in each country, and as such, is the point of departure in defining the activities and composition of each UNCT and the specific focus of respective country programmes of each agency. The UNCT's membership should be defined at the outset of each UN Cooperation Framework cycle, in consultation with the government, facilitated by the RC, and subject to the mandates and budgetary appropriations by individual agencies, and in accordance with the principles of the Charter of the UN and United Nations norms and standards (A/Res/72/279 OP2 and OP3).
- UNCT member entities are those that carry out operational activities for development in support of countries, irrespective of where the UN entity is physically located, including entities with a project presence and, as such, all are required to sign the UN Cooperation Framework. UNCT members must be nominated by their agency, and empowered with sufficient decision-making authority over country-level programme activities and resources on behalf of that agency.
- With the support of the RCO, mechanisms should be established to ensure all members can fully participate in UNCT consultations and decision-making processes and are informed through regular communications and information sharing. When a UNCT member is not formally accredited in the country or has not undertaken the necessary training, they may not be able to undertake some roles e.g. be designated and act as RC a.i. in the absence of the RC.
- UNCT members actively support the RC within the context of the UN Cooperation Framework results framework, including in policy and technical support, and normative standards and human rights (including advocacy), as appropriate and within available means to achieve agreed UNCT results, and in analysis, planning, tracking and reporting processes, information management, communication and advocacy in the context of UN Cooperation Framework implementation and in support of the 2030 Agenda.

⁵ The PSEA leadership role of the Humanitarian Coordinator as made explicit in the IASC Principals' Statement on PSEA (2015).

- The UNCT is responsible for overseeing implementation of the collective PSEA strategy and action plan in-country in countries where there is no Humanitarian Country Team (HCT)⁶. This includes actively addressing PSEA issues when raised in UNCT meetings, and establishing and supporting a PSEA Network, and ensuring that the UNCT has a strategy to provide assistance and support to victims of sexual exploitation and abuse.
- Mutual performance appraisals will allow RCs to appraise the performance of UN country team heads based on results towards joint UN activities, as set out in the UN Cooperation Framework and other agreed interagency commitments and activities. UN country team heads will also inform the performance assessment of RCs (through 360⁰ appraisals). RCs are appraised on their substantive performance by the Secretary-General, with inputs from the Regional UNSDG Team, in a process managed and facilitated by UN DCO.
- UN Country Teams will also provide annual reporting to governments, through the RCs, on the UNCT collective performance in supporting the 2030 Agenda.
- The RC makes decisions through a consultative process with the UNCT. In the absence of consensus within the UNCT regarding the strategic objectives in the UN Cooperation Framework or related allocation of UNCT-wide pooled funding, for example, the RC will take the final decision, in line with the 2016 Quadrennial Comprehensive Policy Review (QCPR)⁷. The RC also has the prerogative to ensure the finalization and promulgation of key UNCT documents should there be undue delays.
- UNCTs should meet regularly, generally at least once a month. Each UNCT will agree on the specific parameters of UNCT working arrangements, including – with support from the RC - the establishment of coordination mechanisms that report to the UNCT, such as UN Cooperation Framework results groups, Operational Management Team and Communications Group, or other such mechanisms as required. Ideally UN Cooperation Framework results groups are co-chaired by one or two UNCT members and where possible by a high-level Government official with periodic reporting to the RC/UNCT on progress.

3. COUNTRY LEVEL RELATIONSHIPS AND ACCOUNTABILITY AGREEMENTS⁸ - These fall into five categories divided by function.

3.1 Leadership of UN development activities: Ensuring that the collective efforts of the UN are coordinated and aligned to support countries to meet the goals of the 2030 Agenda

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> • The RC reports to the Secretary-General, with day-to-day management by DCO. • The RC - in her/his capacity and functions fulfilled as HC - reports to the Emergency Relief Coordinator (ERC) in contexts where international humanitarian assistance is required 	<ul style="list-style-type: none"> • The role of the RC is recognized in job descriptions of UNCT members. • The RC leads the preparation, in consultation with UNCT members, of an annual, consolidated report to the host government and the Secretary-General on the UNCT's collective results in support of the 2030

⁶ HCT responsibility for PSEA under the HC is outlined in the HCT Compact and generic HCT terms of reference.

⁷ "...requests the Secretary-General: (a) to further enhance the planning and coordination function of the RCs by empowering them within the UNCT to make final decisions on the strategic objectives in the UNDAF, or equivalent planning framework, in consultation with national Governments, as well as to substantially increase common resource mobilization and distribution at the country level where appropriate, including pooled resources..." A/RES/71/243 para 57

⁸ The section below is without prejudice to the complementary role and mandate concerning the role of the RC and HC in humanitarian emergencies, as governed by resolution 46/182 and related resolutions.

<p>and where no separate HC or lead agency is designated.</p> <ul style="list-style-type: none"> • The RC – in her/his capacity and functions fulfilled as DSRSG - reports to the Special Representatives of the Secretary-General in contexts where peacekeeping or special political missions are deployed. • The RC leads and enables the work of the UNCT to ensure effective coordination of country-level activities to deliver on the strategic results agreed in the UN Cooperation Framework. • UNCT members support the role of the RC in strategically positioning the UN development system in the country and delivering coherent and coordinated support to national counterparts, including UNDP in providing its integrator function. • UNCT members consistently participate and actively engage in regular UNCT consultations and decision-making processes. • The RC formally contributes to the appraisal process of UNCT members, as part of the regular assessment conducted by the respective agency. • UNCT members inform the performance appraisal of the RCs to be managed by UN DCO with inputs by the Regional UNSDG Team. 	<p>Agenda/UN Cooperation Framework results.</p> <ul style="list-style-type: none"> • UNCT members (including non-resident agencies) inform the RC in advance of the travel plans of senior staff to the countries where the RC is based or which they cover - to share knowledge and ensure necessary support to the mission/delegation and its follow-up and include, as a general rule⁹, the participation of the RC in high level delegations, meetings and/or events. • RC and UNCT members regularly update each other regarding important meetings and discussions with government and other partners. • While RCs are not expected to have an executive role in the selection and appointment process of UNCT heads, RCs will have an opportunity to provide specific input to regional directors on the skill-sets and profile of leadership that would be a best-fit in a particular country context ahead of selection and deployment. • UNCT members have direct access to government counterparts and other relevant stakeholders. To ensure a coordinated engagement, the RC will be informed ahead of, and as a general rule invited to attend, meetings with heads of state/government and the central ministry responsible for the overall relationship with the UN in-country¹⁰. Relationships with sectoral ministries and technical counterparts will proceed as per current practice, in line with a coordinated strategy to deliver on the UN Cooperation Framework. • UNCT members fulfill their representational role as delegated by their principals, and in alignment with the agreed specific parameters of UNCT working arrangements. • UNCT members have at least one performance indicator linked to UNCT results in their entity-specific performance assessment tool, and the RC has a formal role in providing performance inputs into the assessment process of respective entities (as an additional reporting officer¹¹). • UNCT members inform the performance assessment of RCs through their Regional UNSDG teams, which will be formally consulted by DCO as part of the RC appraisal process. Feedback received from governments regarding the RC/UNCT results in support of the 2030 Agenda, as captured in the UN Cooperation Framework, will also be considered in this process.
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⁹ In cases where the RC does not participate s/he should be informed of any outcomes that relate to in-country development work.

¹⁰ This provision does not preclude the possibility of “tête-à-tête” meetings with senior officials as required.

¹¹ In accordance with Human Resource procedures applicable to “dual reporting lines”.

	<ul style="list-style-type: none"> • In contexts where peacekeeping or special political missions are deployed with the RC serving as DSRSG, the Head of Mission shall serve as the first reporting officer with respect to the DSRSG function. • In contexts where international humanitarian assistance is required and where no separate HC or lead agency is designated, the ERC appraises the RC in her/his HC capacity for her/his role in leading and coordinating humanitarian action. • RC and UNCT members' performance assessment systems embed characteristics of the UN leadership framework¹². • UNCT members finalize all respective mandatory training within one month of assuming their role. • UNCT members report to RC anonymized cases, progress and measures taken on sexual exploitation and abuse, on sexual harassment, on assistance provided to victims of sexual exploitation and abuse, as well as other forms of misconduct and abuse of authority.
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3.2 Strategic Planning and Programming: *Ensuring that UN operational activities for development are focused on advancing sustainable development, with the eradication of poverty in all its forms and dimensions and leave no one behind as overarching objectives, consistent with the integrated nature of the 2030 Agenda*

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> • The RC coordinates UNCT efforts to jointly support government to ensure that SDG priorities are articulated in national plans and underpinned by robust data and analysis, as requested. • RC leads UN Common Country Analysis (CCA) of the development landscape with the full participation of UNCTs (including with non-resident entities). The RC identifies and leverages relevant expertise and analyses from across the system and beyond, and ensures stakeholder participation, including the Head of Mission in contexts where the RC serves as the DSRSG. • All UNCT members actively engage in all stages 	<ul style="list-style-type: none"> • The RCs coordinate, with full participation of UNCT members, the development of regular and CCA/UN Cooperation Framework processes, as the foundation for the strategic response and programmatic activities in country. • CCA and analysis key findings are shared with the Secretary-General through UN DCO, and the national Government as appropriate. • UNCTs provide, through RCs, annual reporting to the Secretary General and to the government on the implementation of the UN Cooperation Framework - with real-time reporting through UN INFO, including on results and impact of knowledge-sharing and collaboration¹⁶.

¹² UN Leadership framework as agreed by the Chief Executives Board in April 2017

¹⁶ Annual reporting to the Secretary General to include description and results of UNCT engagement with UN peacekeeping or political missions, as appropriate.

<p>of the UN Cooperation Framework process, including through UN results groups and joint workplans, as the foundation for UN presence¹³ and activity in support to the government to meet the goals of the 2030 Agenda, including to align agency programme cycles and content so that they are informed by the UN Cooperation Framework (and not vice versa), and draw on the UN Cooperation Framework for their agencies' programme documents.</p> <ul style="list-style-type: none"> • RC works with UN system members (resident and non-resident) to identify and leverage expertise and assets, where feasible, to develop, implement, monitor and report on the UN Cooperation Framework, through UN Results Groups and respective Joint Workplans, including through UN INFO. • The RC is supported by UNDP – in its integrator role - to provide UNCTs with support for more integrated policy advice and whole-of-government approaches to the SDGs. • UNCT members actively work with the RC within the context of the UN Cooperation Framework results framework, including in technical support, to achieve agreed UNCT results and in analysis, planning, tracking and reporting processes, information management, communication and advocacy. • UNCT members involve the RC in key stages of agency-specific strategic planning and formally solicit her/his feedback on the alignment to the UN Cooperation Framework. When producing a new country programme, the RC provides confirmation to the respective regional director of her/his agreement that the document aligns to the UN Cooperation Framework, before the respective entity proceeds with sign-off¹⁴. • The RC works with UNCT members to align agency programmes for development and pooled funding with national development needs and priorities as well as the UN Cooperation Framework and international norms and standards. • UNCT members regularly update the RC on individual activities and on respective contributions to the results of the UN 	<ul style="list-style-type: none"> • All RCs and UNCT members complete SDG accreditation either prior to, or within six weeks of, taking up a field position. • UNCT members' job profiles and terms of reference to include responsibility for active engagement in UNCT and joint programming efforts and delivery on their respective areas of the UN Cooperation Framework and the 2030 Agenda. • The RC regularly updates the UNCT regarding the work of peacekeeping and political missions and any implications for the work of the UNCT, in relevant contexts. • Agency country strategic planning and programming events and processes include systematized and formal feedback from RC. • Revised Standard Operating Procedures for UNCTs are fully implemented without prejudice to specific mandates and responsibilities conferred by the UN General Assembly. • RCs and UNCT members will use the UN development system informal dispute resolution mechanism any time there are disagreements that cannot be locally resolved within the UNCT (Annex 3).
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¹³ In line with GA resolution 72/279, and bearing in mind financial and time-related implications of any change in physical presence.

¹⁴ The RC's feedback is limited strictly to alignment to the UN Cooperation Framework priorities and should not be a technical review of the CPD.

<p>development system towards the achievement of the 2030 Agenda at the country level, based on the UN Cooperation Framework.</p> <ul style="list-style-type: none"> • UNCT members are accountable to the RC for their roles and responsibilities as Team members, while retaining accountability for programmatic, budgetary and management decisions in line with agency accountability frameworks. • The RC, together with the UNCT, builds strategic partnerships¹⁵ around UN's collective support to the 2030 Agenda, and enables active, meaningful participation of local communities, particularly those left behind or at risk of being left behind, and recognize the UN system's accountability to the public. • The RC ensures an independent final UN Cooperation Framework evaluation that promotes national ownership through involvement of national partners in the process and informs the development of subsequent CCAs and UN Cooperation Frameworks. • The RC advances, together with government, UNCT and relevant regional entities, regional knowledge-sharing and collaboration, policy integration, south-south and triangular exchanges, and multi-country and transboundary initiatives in pursuit of greater system-wide results and impact. • In conflict, and post-conflict settings, the RC works with the UNCT and UN peacekeeping or political missions to ensure full complementarity and contribution to building resilience, prevention, sustaining peace and transition planning and management. • The RC and UNCT members promote the implementation of all Standard Operating Procedures (SOPs) emanating from the Delivering as One. 	
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3.3 Communications and advocacy: *Communicating and advocating for the achievement of the SDGs in a way that leaves no one behind and ensures respect for and protection of, human rights and gender equality*

Working Relationship(s)	Accountabilities for Results
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¹⁵ Strategic partnerships at the national and sub-national levels with diverse entities including with civil society, trade unions and employers' organizations, networks of young people and people living with disability, the private sector, parliamentarians, academia, media and think-tanks, and the broader development community.

<ul style="list-style-type: none"> • The RC coordinates UNCT system-wide efforts on communications, with due regard to relevant roles and responsibilities of individual agencies, to promote and advocate for the achievement of the 2030 Agenda in all its dimensions and in a way that leaves no one behind. • The RC/UNCT promote fundamental values, standards and principles of the UN Charter, including respect for and protection of human rights and gender equality and advocacy on the commitment to 'leave no one behind' and reaching the furthest behind first¹⁷, ensuring a strategic and coherent approach • The RC and UNCT members protect national staff from undue pressure from the government, especially in the absence of a senior international agency representative as part of their duty of care responsibilities. • UNCT members promote normative and advocacy work in the areas of their mandate, in line with agreed specific working arrangements and in consultation with the RC in exceptional and sensitive cases. • The RC leads the UNCT in fostering a coherent and strategic engagement on, and pursuance of, the UN's normative agenda, as per international and regional treaties and conventions, and in support of national capacity development, in accordance with relevant mandates and responsibilities. • The RC and UNCT takes active steps to ensure inclusive and transparent communications and outreach to stakeholders in all sectors. • The RC leads and enhances strategic communication efforts by UNCT members that advances UN system efforts and collective results to promote the 2030 Agenda, to generate positive public support and ownership. • The RC and UNCT members work with government, regional organizations, UN entities (including integrated UN presences), civil society, private sector, media and other relevant actors to ensure that they take humanitarian concerns into due account, at times of crises and in relevant contexts. 	<ul style="list-style-type: none"> • RC and UNCT implement a common UNCT communication plan for the 2030 Agenda. • RC and UNCT members' performance assessment systems include performance indicators relating to one or more of the following: communications and outreach on the SDGs, promoting norms and gender equality (drawing on the UNCT SWAP Gender Equity Scorecard).
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¹⁷ In contexts where peacekeeping or special political missions are deployed with the RC also serving as the DSRSG this will be led by the Head of Mission.

3.4 Common Services: *Ensuring the best configuration of support on the ground, through pooling of resources as well as enhanced coordination, transparency and efficiency of UN development activities*

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> The RC and UNCT jointly (including with the Head of Mission in contexts where the RC is serving as the DSRSG) advance country-specific measures to promote UN common business operations including common premises and back-offices, to enable joint work and generate greater efficiencies, synergies and coherence and compliance with an improved Business Operations Strategy by 2021. 	<ul style="list-style-type: none"> Compliance with Business Operations Strategy targets by 2021. Regular discussions between RC and UNCT members to identify efficiencies through the pooling of assets locally or off-shore with decisions on common services. UNCT members share their data on operational expenditures with the RC to be able to track programme delivery and efficiency gains.

3.5 Funding/Resource Mobilization: *Ensuring full optimization of financial and human resources in the delivery of collective system support to the 2030 Agenda*

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> RC provides governance and oversight of system-wide country financing instruments. The RC pursues funding with and on behalf of the UN development system for joint UN efforts, system-wide plans and initiatives in support of the UN Cooperation Framework and public and private financing for the implementation of the 2030 Agenda. The RC will support, as needed, joint programming development for Multi-Partner Trust Fund (MPTF) funding or joint programmes. UNCT members ensure compliance with resource mobilization strategy for funding of the UN Cooperation Framework, agreed with the RC/UNCT as part of the Cooperation Framework process, and support the RC in related resource mobilization efforts and vice versa. <p>UNCT members carry fiduciary and programmatic responsibility for the use of funds from MPTFs or other interagency funds</p> <ul style="list-style-type: none"> UNCT members carry out resource mobilization for their specific country plans and for their contribution to the UN Cooperation Framework results, in coordination with the RC. 	<ul style="list-style-type: none"> Timely and comprehensive information on MPTFs and pooled funding from RC to UNCT, and vice versa, and from different entity leads to the RC and all UNCT. UNCT members provide regular information to the RC and the Country Team on their respective resource mobilization plans. The UNCT coordinates outreach to funding partners with the RC and other UN entities in country, according to the activities and division of labour defined under the UN Cooperation Framework. The RC consults fully and on a timely basis with all UNCT members regarding joint/system-wide funding, including submissions to potential funding partners and investors. The RCs, together with the UNCT, mobilize resources for joint activities and plans in support of the UN Cooperation Framework. RCs coordinate UNCT-wide efforts for resource mobilization. While UNCT members (resident and non-resident) retain their ability to fundraise locally for their own programmes, they will also ensure alignment to agreed UNCT/UN Cooperation Framework resource mobilization strategy and adequate coordination with the RC, to avoid (perceived or real) competition for funds.

<ul style="list-style-type: none"> • The RC and UNCT members work together to encourage less tightly-earmarked cost-sharing and promote pooled funds especially regarding action around the SDGs and outputs identified in the UN Cooperation Framework. 	<ul style="list-style-type: none"> • When coordinating submissions to global funding mechanisms on behalf of the UNCT, the RC consults with UNCT members and explains final decisions relating to prioritization of requests to the UNCT. • RCs co-signs Joint Programmes with UNCT members and chairs or co-chair (with government counterpart) local steering committees for joint programmes or trust funds where there is an explicit role for the RC (i.e. JPs funded by the country-based One Funds, or by the Joint SDG Fund, etc.).
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5. REGIONAL-LEVEL RELATIONSHIPS AND ACCOUNTABILITY AGREEMENTS (for second semester 2019)

6. GLOBAL-LEVEL RELATIONSHIPS AND ACCOUNTABILITY AGREEMENTS (for second semester 2019)

ANNEX 1: MEMBERS OF THE UN SUSTAINABLE DEVELOPMENT GROUP

UNSDG Members		
No.	United Nations Entity	
1	FAO*	Food and Agriculture Organization of the United Nations
2	IAEA+	International Atomic Energy Agency
3	ICAO+	International Civil Aviation Organization
4	IFAD	International Fund for Agricultural Development
5	ILO*	International Labour Organization
6	IMO+	International Maritime Organization
7	IOM	International Organization for Migration
8	ITC	International Trade Centre
9	ITU	International Telecommunications Union
10	OCHA ¹⁸⁺	Office for the Coordination of Humanitarian Affairs
11	OHCHR*	Office of the High Commissioner for Human Rights
12	UNAIDS	Joint United Nations Programme on HIV/AIDS
13	UNCTAD	United Nations Conference on Trade and Development
14	UN DESA*	United Nations Department of Economic and Social Affairs
15	UNDP* • UNCDF • UNV	United Nations Development Programme United Nations Capital Development Fund United Nations Volunteers
16	UN DPA	United Nations Department of Political Affairs
17	UN ECA*	United Nations Economic Commission for Africa
18	UN ECE*	United Nations Economic Commission for Europe
19	UN ECLAC*	United Nations Economic Commission for Latin America and the Caribbean
20	UNEP*	United Nations Environment Programme
21	UN ESCAP*	United Nations Economic and Social Commission for Asia and the Pacific
22	UNESCO*	United Nations Educational, Scientific and Cultural Organization
23	UN ESCWA*	United Nations Economic and Social Commission for Western Asia

¹⁸ OCHA's participation in the UNSDG shall be without prejudice to its role and responsibilities pursuant to General Assembly resolution 46/182 and related resolutions.

24	UNFPA*	United Nations Population Fund
25	UN Habitat	United Nations Human Settlements Programme
26	UNHCR* ¹⁹	United Nations High Commissioner for Refugees
27	UNICEF*	United Nations Children's Fund
28	UNIDO	United Nations Industrial Development Organization
29	UNISDR	United Nations Office for Disaster Risk Reduction
30	UNODC	United Nations Office on Drugs and Crime
31	UNOPS	United Nations Office for Project Services
32	UN PBSO	United Nations Peacebuilding Support Office
33	UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
34	UN Women*	United Nations Entity for Gender Equality and the Empowerment of Women
35	UNWTO	United Nations World Tourism Organization
36	UPU+	Universal Postal Union
37	WFP*	World Food Programme
38	WHO*	World Health Organization
39	WIPO+	World Intellectual Property Organization
40	WMO	World Meteorological Organization

* Members of the UNSDG Core Group; the Regional Commissions are jointly represented on the UNSDG Core Group with a rotational seat

+ Membership confirmation pending

¹⁹ UNHCR's contribution is without prejudice to the responsibilities conferred on it by the General Assembly, including those outlined in the Statute of the Office and relevant legal instruments such as the international refugee and statelessness conventions.

ANNEX 2: RESIDENT COORDINATOR JOB DESCRIPTION

I. Post information

- **Post title:** Resident Coordinator of the United Nations
- **Grade:** As classified [D1, D2 or ASG - depending on the size of United Nations presence, working complexity, programme resources and other factors]
- **Duty stations:** As designated
- **Gender parity and geographical balance:** Are key considerations

II. Organizational Context and Purpose of the Job

In its resolution 72/279 of 31 May 2018, the General Assembly created a dedicated, impartial empowered and sustainable development-focused coordination function for the United Nations development system, drawing on the expertise and assets of all United Nations development system entities, including specialized and non-resident agencies.

The *Resident Coordinator system*, ensures the coordination of all organizations of the United Nations dealing with operational activities for development at the country level, regardless of the nature of their presence in the country. It encompasses the UN Resident Coordinator, the UN Country Team and Resident Coordinator's Office and is served by the UN Development Coordination Office.

In line with this General Assembly mandate, the Resident Coordinator (RC) is the highest-ranking representative of the United Nations development system (UNDS) at the country level, with the responsibility to lead United Nations country teams, and ensure system-wide accountability on the ground – including through a matrixed dual reporting model - for the United Nations Sustainable Development Cooperation Framework and coordinating UN support to countries in their implementation of the 2030 Agenda. She/he brings to the role an appreciation of the breadth of assets of the United Nations in the service of sustaining peace.

The Resident Coordinator is the designated representative of – and reports to – the Secretary-General. The Resident Coordinator also reports annually to the host Government on the system-wide implementation of the UN Cooperation Framework.

The Resident Coordinator system is focused on the advancement of sustainable development, leaving no one behind, and with the eradication of poverty in all its forms and dimensions as an overarching objective, consistent with the integrated nature of the 2030 Agenda for Sustainable Development. In performing her/his functions, the Resident Coordinator is guided by the respective UN Cooperation Framework and international frameworks, norms and standards agreed amongst the Member States of the United Nations.

III. Duties and Responsibilities

- Represents the United Nations at the highest-levels of state and together with the relevant agency representative(s) fosters engagement with Government, civil society, bilateral and multilateral partners, academia and private sector to enable the UN development system to address national needs, priorities and sustainable development challenges to advance the 2030 Agenda and to advocate for action and acceleration on the Sustainable Development Goals (SDGs);

- Leads the UN country team in the development, monitoring and reporting on the UN Cooperation Framework, and enables the UN Country Team's implementation of the UN Cooperation Framework, in full consultation with Government, and through engagement with diverse partners;
- Coordinates UN system-wide support to Government, taking a preventive approach and identifying and mitigating risks to the achievement of the SDGs and their benefit to all;
- Supports, catalyzes and advocates for the work of UNCT member agencies, funds and programmes and supports Country Representatives in reaching their agency-specific goals;
- Coordinates UN entities' contributions to context and trend analysis, including a high-quality Common Country Analysis, sharing key findings with the Government and keeping the Secretary-General informed, as appropriate;
- Promotes and advocates for the fundamental values, standards and principles of the UN Charter, including respect for and protection of human rights and gender equality and advocacy on the SDG commitment to leave no one behind in achieving the sustainable development goals, and reaching the furthest behind first;
- Together with the UN development system entities, engages, convenes and forges strategic partnerships at the national and sub-national level with diverse entities including with civil society, trade unions and employers' organizations, networks of young people, the private sector, parliamentarians, academia, media and think tanks, and the broader development community, around UN's collective support to the 2030 Agenda;
- Advances, with Government and the UN Country Team and relevant regional entities, regional knowledge-sharing and collaboration, south-south and triangular exchanges, multi-country and transboundary initiatives in pursuit of greater system-wide results and impact on the implementation of Agenda 2030 in country;
- Identifies, and leverages expertise and assets from across the UN development system, resident or non-resident, to improve shared results, addressing gaps in SDG coverage, effectively utilizing the mandates, capacities, comparative and collaborative advantages within the UN system to do so and ensures alignment of UN development efforts with national development needs and priorities, to foster coherence and impact, and to reduce overlaps, duplication and fragmentation;
- Provides governance and oversight of system-wide country financing instruments. Pursues funding on behalf of the UN development system for joint UN efforts, system-wide plans and initiatives in support of the UN Cooperation Framework and public and private financing for the implementation of Agenda 2030;
- Leads continued engagement on and pursuance of the UN's normative agenda, as per international and regional treaties, conventions and recommendations in support of national capacity development in normative and operational areas, in accordance with respective mandates and based on the UN's comparative advantage, roles and responsibilities;

- Fosters an enabling environment inside and outside the UN, aimed at facilitating collaboration, knowledge and data gathering, analysis and sharing practices to underpin a dynamic and forward-thinking UN contribution to the country, drawing on the global knowledge and expertise of the entire UN system to benefit the country's access to sustainable development solutions;
- Facilitates access to national, regional and global resources to advance new avenues and pathways to innovation around but not limited to financing and new technologies for sustainable development;
- Leads and enhances, together with the UN Country Team, strategic communication that advances UN system efforts and collective results to promote the 2030 Agenda, including for national goals and priorities for sustainable development to generate positive public support and ownership;
- When appointed as Designated Official, ensures effective coordination of country-level security and is accountable to the Secretary-General, through the Under-Secretary-General for Safety and Security, for the security of United Nations personnel and their eligible family members, UN premises and assets throughout the country, designated area or mission, and leads the inter-agency Security Management Team;
- Promotes and nurtures staff learning and the implementation of staff rules and policies, including on prevention of sexual exploitation, abuse and sexual harassment, and gender parity;
- Where the RC is the highest UN official, the RC has system-wide responsibility for developing collective protection from sexual exploitation and abuse (PSEA) strategies and ensuring that actions plans are implemented, thereby capacitating the UNCT to lead on overseeing such initiatives.
- Manages a matrixed dual reporting system with UN country team heads with respect to their contributions to the UN Cooperation Framework objectives and the collective results of the UN development system towards the achievement of the 2030 Agenda at the country level, in accordance with the Management and Accountability Framework;
- Advances, with the UN Country Team, country-specific measures to promote UN common business operations, including common premises and back-offices, to enable joint work and generate greater efficiencies, synergies and coherence, in accordance with General Assembly resolution 71/243;
- In contexts where international humanitarian assistance is required, and a separate Humanitarian Coordinator is not designated and when there is no lead agency, leads and coordinates the response efforts of United Nations and relevant humanitarian actors, in accordance with General Assembly resolution 46/182 and related resolutions, facilitating linkages between humanitarian and development programming for enhanced and sustainable impact;
- In conflict and post-conflict settings, facilitates the integration of the UN Country Team's work with UN peacekeeping or political missions to fully contribute to building resilience, prevention, sustaining peace and transition planning and management; and
- Manages and provides strategic guidance and oversight to the Resident Coordinators Office.

IV. Competencies

The Resident Coordinator should personify the characteristics of the UN Leadership framework as agreed by the Chief Executives Board in April 2017.

ANNEX 3: INFORMAL DISPUTE RESOLUTION MECHANISM FOR THE UN DEVELOPMENT AND RESIDENT COORDINATOR SYSTEM²⁰

This mechanism applies to any *disputes* (i.e. disagreements, arguments, or debates) associated with UN system-wide processes at the country level as outlined in the MAF. Workplace disputes may also be addressed to the United Nations Ombudsman as well as other ombudsmen and mediators of UN system entities as applicable. Issues of misconduct, including allegations of sexual harassment, sexual exploitation or abuse, will be dealt with under the respective staff rules and regulations of each organisation.

1. PRINCIPLES

- Disputes should be resolved as soon as possible after occurrence; preferably through informal means;
- Process followed should be internal, fair and equitable;
- Regional or Headquarters intervention (as appropriate) may be sought to resolve the dispute, at the request of any of the parties involved in the dispute;
- Negotiation/mediation/facilitated dialogue among the concerned parties to reach a mutually acceptable resolution is the preferred modality; and
- Dispute resolution processes and outcomes should engender UN Country Team (UNCT) trust.

2. PROCEDURES – Subject to the terms of any Memoranda of Understanding or other arrangements governing specific joint programmes and related funding the following three-stage process is to be used.

a) Country Level Process: It is expected that every effort will be made to resolve disputes between two or more members of the UNCT in an amicable manner. In the absence of a solution among the disputing parties, either can ask for assistance from the RC (when not a party) or other UNCT members to seek resolution. On request, the RC (when not a party) or a “neutral” member of the UNCT agreed upon by the disputing parties will convene and chair a meeting to review the issue and establish the facts. The RC is the default choice, if (s)he is not a part of the dispute. Each party to the dispute may bring one other member of the UNCT or their own team as an advisor. Where the RC is party to a dispute, and the disputing parties are unable to agree on a neutral UNCT member, the UN Development Coordination Office (UNDCO) Regional Director may be called upon to act as the neutral party.

Each party can set out her/his position and is free to seek guidance from their respective Regional and/or Headquarters offices. Negotiation among the parties should focus on substantive issues, seeking a fair and equitable resolution, and mutually satisfactory outcomes. A note of the meeting, including any agreements reached, will be agreed upon by the participants of that meeting, and will be shared with the UNCT and sent to UNDCO²¹ for archiving.

In seeking to address a workplace related issue, staff members of the UN Secretariat, the funds and programmes and UNHCR²² may also make use of the services offered by UN Ombudsman and Mediation Services (UNOMS)²³:

²⁰ **This mechanism is to be considered draft until the regional and global level sections of the MAF are completed.**

²¹ The UNDCO RC System Business Management Branch with a copy to the relevant UNDCO Regional Desk

²² Most UN System entities have an ombudsman capacity available. Staff should refer to the resources offered by their respective entities.

²³ Secretary-General's Bulletin ST/SGB/2016/7 of 22 June 2016 – Terms of Reference for the UNOMS

“1.2. The Office shall serve staff members of the United Nations system, including but not limited to the Secretariat, the International Tribunal for the Former Yugoslavia, the International Residual Mechanism for Criminal Tribunals and the separately administered funds, programmes and entities of the United Nations system, such as the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children’s Fund (UNICEF), the United Nations Office for Project Services (UNOPS) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).”

1.4. The use of the services of the Office is voluntary. All possible use should be made of the informal system for the benefit of staff and management. Therefore, efforts for the informal resolution of conflict should be supported, encouraged and accommodated by the organization. No staff member who brings a matter to the attention of the Office, provides information to the Office, uses its services or pursues an informal resolution of conflict shall be subject to any reprisal, whether threatened to be taken or actually taken, because he or she sought the assistance of an ombudsman. Any staff member who engages in such reprisal may be subject to disciplinary measures, in accordance with chapter X of the Staff Rules if such misconduct is established.”

b) Regional Process: In cases where a dispute cannot be resolved at country level, either party to the dispute can escalate the case and request, through UNDCO, a review by the Regional UNSDG Team or senior manager from headquarters of the concerned agencies, where agencies do not have a Regional Director. This is also the case when disputes arise directly at the regional level. All requests should be made through the UNDCO Resident Coordinator Business Management Branch under its capacity as having *“oversight of all RC system operational matters, including policy setting on operational matters for RCOs and regional desks, troubleshooting, and advisory support”*, who will then direct the request to the relevant UNDCO Regional Desk.

The regional process will resemble the local level mechanism, including representation from the disputing parties as well as a neutral third party and/or advisor, as necessary, to facilitate the resolution of the dispute. In all cases, except where the UNDCO Regional Director is party to the dispute, she/he will be the default neutral party. Where the UNDCO Regional Director is party to a dispute, and the disputing parties are unable to agree on a neutral Regional UNSDG Team member, the UNDCO Deputy Director may be called upon to act as the neutral party.

The UNSDG Regional Directors or senior HQ managers will be responsible for making an objective assessment of the dispute, including an examination of the facts of the case. Negotiations/mediation can take place in one or more sessions, in person or by other means of communication, as necessary. As at the country level, negotiation among the parties should focus on substantive issues, seeking a fair and equitable resolution, and mutually satisfactory outcome. The outcome of the dispute resolution process will be notified in writing by the UN DCO Regional Director or the neutral party, to the whole UNCT and sent to UN DCO for archiving.

c) Headquarters Process: In exceptional cases, a UNDCO Regional Director may recommend escalation of a dispute to the ASG for Development Coordination/Head of UNDCO. In such cases, parties will be able to call on the assistance of senior staff from headquarters, including the respective Head of Agency, as necessary. UNDCO will act as the neutral party, unless party to the dispute, and will act as mediator to enable a recommendation to be made to the ASG. The outcome of the process will be notified in writing by the UNDCO ASG to the Heads of Agency’s concerned and retained in UNDCO for archiving.

3. DISPUTE REPOSITORY - A repository of lessons learned will be established in UNDCO to collect experiences of disputes and resolutions. A summary of these disputes and resolutions will be reported regularly to the UNSDG and will inform capacity building for, and future selection of, RCs and UNCT members.

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