

**Ministry of Foreign Affairs** – (UN Mission New York & Department for Multilateral Cooperation and Climate Change, MKL)

**Meeting in the Council for Development Policy 29 November 2018**

Agenda item 6

- 1. Overall purpose** For discussion and recommendation to the Minister
  
- 2. Title:** Support to a reinvigorated UN Resident Coordinator system
  
- 3. Presentation for Programme Committee:** N/A

## A reinvigorated Resident Coordinator-system

### Key results:

The reinvigorated Resident Coordinator-system will lead to:

- 129 independent and empowered RCs leading 131 UNCT covering 170 countries and territories;
- A minimum of 5 RCO staff to cover: coordination and strategic planning, economics, tailored policy support, results monitoring and evaluation, and strategic partnerships;
- Stronger global backstopping and guidance to RCs and UNCTs leading to better support and advice to governments;
- 270.000 USD seed funding per RCO for joint planning and UN initiatives on the ground through the Coordination Fund.

### Justification for support:

With its 193 Member States, the UN possesses a unique mandate, scope and legitimacy. As a small country with an open economy, it is in Denmark's clear interest that the UN continues to serve as the main fora for multilateral cooperation and in accordance with the purposes and principles of the Charter of the United Nations. This entails effectively responding to the mandates vested within the founding pillars of the UN: development, peace & security and human rights. In terms of the UNDS reform, it is important that the UN continues to provide solid development, humanitarian and peace results on the ground. Through Danish financial support for the SPTF, Denmark is taking part in investing in making sure that the UNDS exactly becomes even more efficient and results-oriented and better able to deliver on the 2030 Agenda.

### Major risks and challenges:

1. Financing risks
2. Staff anxieties/loss of talent
3. Disruptions to operations
4. Institutional capacity constraints
5. Sequencing challenges
6. Loss of momentum
7. Limited pool of talented candidates
8. Resistance to the UNDS reform by UN entities and Member States

|                             |   |             |             |             |             |             |
|-----------------------------|---|-------------|-------------|-------------|-------------|-------------|
| <b>File No.</b>             | 2018-42574                                |             |             |             |             |             |
| <b>Country</b>              | Global / New York                         |             |             |             |             |             |
| <b>Responsible Unit</b>     | MKL                                       |             |             |             |             |             |
| <b>Sector</b>               | Development                               |             |             |             |             |             |
| <b>Partner</b>              | United Nations                            |             |             |             |             |             |
|                             | <i>DKK mill.</i>                          | <b>2018</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>Tot.</b> |
| <b>Commitment</b>           |   | 10          | 60          |             |             | 70          |
| <b>Projected ann. disb.</b> |   | 10          | 60          |             |             | 70          |
| <b>Duration</b>             | 3 years implementation: 2019-2021         |             |             |             |             |             |
| <b>Previous grants</b>      | None                                      |             |             |             |             |             |
| <b>Finance Act code</b>     | 06.36.06.34 (FL18)<br>06.36.01.16 (FFL19) |             |             |             |             |             |
| <b>Head of unit</b>         | Henriette Ellermann-Kingombe              |             |             |             |             |             |
| <b>Desk officer</b>         | Signe Schelde                             |             |             |             |             |             |
| <b>Financial officer</b>    | Louise Kronborg Sørensen                  |             |             |             |             |             |

**Relevant SDGs:** Relevant SDGs: The overall purpose of the UNDS reform, including the reinvigorated RC-system, is to make the UNDS better able to support the realization of the 2030 Agenda as a whole and as such provide support to the achievement of all SDGs. The program is specifically relevant in relation to SDG 17 due to the focus on increased partnership and collaboration among all UN agencies and the joint support from Member States in a partnership for goals.

|  |  |   |  |  |   |
|--|--|---|--|--|---|
| <br>No Poverty               | <br>No Hunger                  | <br>Good Health, Wellbeing                | <br>Quality Education              | <br>Gender Equality                  | <br>Clean Water, Sanitation               |
| <br>Affordable Clean Energy | <br>Decent Jobs, Econ. Growth | <br>Industry, Innovation, Infrastructure | <br>Reduced Inequalities          | <br>Sustainable Cities, Communities | <br>Responsible Consumption & Production |
| <br>Climate Action          | <br>Life below Water          | <br>Life on Land                         | <br>Peace & Justice, strong Inst. | <br>Partnerships for Goals          |   |

### Strategic objectives:

Create a UNDS that better responds to the 2030 Agenda's universal, integrated and people-centered nature that integrates the economic, social and environmental dimensions of development through the creation of an empowered and independent RC-system.

### Justification for choice of partner:

The transformed UN Development Operations Coordination Office (UNDOCO) as a stand-alone coordination office within the UN Secretariat will be well situated to provide the strategic oversight to the RC-system. A UN Special Purpose Trust Fund (SPTF) has been established. The purpose of the SPTF is to account for all financial transactions of the new RC system, including revenue from all sources and all posts and non-post costs. The SPTF will account for revenue and expense related to the start-up period in 2018, as well as the full functioning of the new development coordination system effective 1 January 2019. The UNDOCO will be the Implementing Office of the SPTF for the reinvigorated RC-system and responsible for coordinating all aspects of the activities to be financed from the SPTF, including receiving, consolidating, managing and accounting for all contributions and financial transactions related to the reinvigorated RC-system. UNDOCO will provide full transparency on expenditures and the total cost of operations.

### Summary:

In 2017, the UN Secretary-General launched an ambitious three-tracked reform agenda (1) *UN Development System (UNDS)*, 2) *Peace and Security*, 3) *Management* with the purpose of creating a stronger, more efficient and more results-oriented UN better able to address the full range of development challenges and goals as adopted in the 2030 Agenda. Denmark has been supporting the reform agenda from the very beginning with a particular focus on reform of the UNDS. The reform of the UNDS takes its point of departure in the 2016 QCPR where the UN Member States instructed the UN system to align its functions and capacities with the 2030 Agenda, in order to be "more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented". On 31 May 2018, after 7 weeks of intergovernmental negotiations led by Denmark and Algeria, the General Assembly adopted A/RES/72/279, which provides the mandates for implementing the agreed reforms of the UNDS. As a main point of the resolution, Member States decided to create a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the UNDS by separating the functions of the RCs from those of the resident representative of UNDP. The implementation of the reform officially initiates on 1 January 2019 and is expected to be fully implemented by the end of 2021.

# **DENMARK'S SUPPORT TO THE REFORM OF THE UNITED NATIONS DEVELOPMENT SYSTEM**

**Proposed Danish contribution of total 70 mill. DKK to the  
reinvigorated United Nations Resident Coordinator System,  
2019-2021**

15 November 2018

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## **LIST OF ACRONYMS**

|               |  |
|---------------|--|
| <b>ACABQ</b>  | Advisory Committee on Administrative and Budgetary Questions                 |
| <b>ECOSOC</b> | Economic and Social Council  |
| <b>EOSG</b>   | Executive Office of the Secretary-General a                                  |
| <b>QCPR</b>   | Quadrennial Comprehensive Policy Review                                      |
| <b>RC</b>     | Resident Coordinator   |
| <b>RCO</b>    | Resident Coordinator Office  |
| <b>RR</b>     | Resident Representatives of the UNDP   |
| <b>SDGs</b>   | Sustainable Development Goals  |
| <b>SPTF</b>   | Special Purpose Trust Fund for the Reinvigorated Resident Coordinator System |
| <b>UNCT</b>   | United Nations Country Team  |
| <b>UNDAF</b>  | United Nations Development Assistance Framework                              |
| <b>UNDOCO</b> | United Nations Development Operations Coordination Office                    |
| <b>UNDP</b>   | United Nations Development Programme   |
| <b>UNDS</b>   | United Nations Development System  |
| <b>UNSDG</b>  | United Nations Sustainable Development Group                                 |

## 1. INTRODUCTION

In 2017, the United Nations (UN) Secretary-General António Guterres launched an ambitious reform agenda with three separate but interlinked tracks: 1) *UN Development System*, 2) *Peace and Security*, and 3) *Management*. The reform agenda is based on a realization, shared by both the Secretary-General and the UN Member States that the UN needs to continue to adapt to the changes we are seeing in world and be better able to respond to the multitude of complex cross-boundary challenges. While the pressure on multilateral cooperation and the rules-based international order is increasing, global agreements such as the 2030 Agenda for Sustainable Development and the Paris Climate Agreement are examples of how multilateral cooperation is still highly relevant. But if the UN is to support the realization of the 2030 Agenda, the system needs to be strengthened with a view of enhancing its coherence and efficiency, as well as its capacity to address the full range of development challenges and goals as adopted in the 2030 Agenda.

Denmark has been supporting the Secretary-General's reform agenda from the very beginning with a particular focus on reform of the UN Development System (UNDS). Through Denmark's longstanding support to the UN's development activities, this area of reform has been viewed as a natural focus given Denmark's expertise and influence in the UN system.

Denmark played a key role as co-facilitator, together with Algeria, of the negotiations on the General Assembly resolution on reform of the UNDS as a follow up to the 2016 QCPR,<sup>1</sup> in which Member States instructed the UN system to be "*more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented*". After seven weeks of intergovernmental negotiations, the General Assembly adopted resolution 72/279<sup>2</sup> on 31 May 2018 (see annex 3), which provides the mandates of Member States for repositioning the UNDS to deliver on the 2030 Agenda. Implementation of the mandates outlined in resolution 72/279 are currently being prepared and a dedicated transition team, under the guidance of the Deputy Secretary-General, has been established. The implementation will officially initiate on 1 January 2019.

### 1.1. Reform of the UN Development System

The overall aim of resolution 72/279 is to create a UNDS that better responds to the 2030 Agenda's universal, integrated and people-centered nature that integrates the economic, social and environmental dimensions of development.

A central component in the repositioning of the UNDS is the creation of an empowered and independent Resident Coordinator (RC) - system. The decision to strengthen the RC-system is based on the realization that several factors have limited the capacity of RCs at country level and prevented the RC-system to fully deliver on its mandate and purpose. Limiting factors include lack of sufficient leadership, prerogative, impartiality, management tools, experience and skill-sets, which ultimately leads to uncoordinated and potentially duplicated efforts at the country level that are not fully aligned with the contextual setting and needs. Through the reinvigorated RC-system, the aim is therefore to make the UN's development activities better coordinated and aligned with needs on the ground and with the relevant Government's national development priorities, thereby ultimately resulting in better and more efficient development outcomes.

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<sup>1</sup> A/RES/71/243: "*Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system*".

<sup>2</sup> A/RES/72/279: "*Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system*".

Since the adoption of resolution 72/279, the Secretary-General and the Deputy Secretary-General have emphasized the urgent need for the necessary funding in order to establish the new and reinvigorated RC-system as of 1 January 2019, pursuant to the mandates given by the General Assembly.

Denmark is planning a Danish voluntary contribution of 10 million DKK for disbursement in 2018 and a three-year voluntary contribution of total 60 million DKK for disbursement in early 2019 to the UN Special Purpose Trust Fund (SPTF) for the reinvigorated RC-system. The contribution of 60 million DKK is allocated on the proposed 2019 Finance Act and is pending parliamentary approval.

Given the short process from the adoption of the General Assembly resolution 72/279 in May 2018 to the official launch of the implementation by 1 January 2019, all elements of the reform implementation have not yet been fully formulated by the UN Secretariat. However, as reform of the UN is a strong Danish political priority, it is considered highly relevant for Denmark to support the reinvigoration of the RC-system, which will also provide Denmark with a stronger mandate to influence the reform process in order to obtain stronger sustainable development, humanitarian and peace results on the ground.

## **2. A REINVIGORATED RESIDENT COORDINATOR-SYSTEM**

The RC-system was established through General Assembly resolution 32/197 of 20 December 1977. The RC-system is the cornerstone of a coherent and well-coordinated UNDS as it coordinates all entities of the UNDS at country level dealing with operational activities for development and humanitarian assistance, regardless of the nature and scope of their presence in the country. The RC function has until now typically been assumed by the resident representative of UNDP.

At the heart of the RC-system are 129 RCs who lead 131 UN Country Teams (UNCTs)<sup>3</sup> covering 170 countries and territories where there are UN development programmes, bringing to bear on average, the expertise of 18 UN entities per country as well as supporting those UN entities that are not resident in country. The RCs main task is to lead and coordinate the development activities of UNCTs at country level with the overall purpose of implementing the UN Development Assistance Frameworks (UNDAF)<sup>4</sup> and support countries in their implementation of the 2030 Agenda on the ground.

However, as also mentioned in section 1.1., the RCs have until now only had limited tools and no formal authority with respect to exercising leadership upon other UN entities working on the ground.

Through A/RES/72/279, the General Assembly therefore decided to create a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the UNDS by separating the functions of the RCs from those of the resident representative of UNDP. The General Assembly also endorsed the transformation of the UN Development Operations Coordination Office (UNDOCO) into a stand-alone coordination office within the UN Secretariat with the purpose of providing strategic oversight to the RC-system. The UNDOCO will report to the Chair of the UN Sustainable Development Group (UNSDG), which is the Deputy Secretary-General.

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<sup>3</sup> The UNCTs make up all entities of the UN system (e.g. UNDP and UNICEF) that carry out operational activities for development, emergency, recovery and transition in a developing country.

<sup>4</sup> The UNDAF is the main platform for the collaboration of the UN system at country level. It describes the collective and coherent response of the UN to national development priorities.

The new arrangements are expected to:

- Provide full time leadership by the RCs at country level, empowered to lead UN coordination, strategic policy, innovative partnerships and investments around the SDGs;
- Strengthen accountability for results;
- Provide greater incentives for integrated action;
- Enable UNCTs to deliver and report on in-country results that respond to national priorities and needs, allowing national authorities to hold RCs and UNCTs accountable for their collective support to SDG achievement.

To that end, the new RC-system will need to be led by strong development professionals that are independent, capable, staffed and resourced to tailor and steer UNCTs on the basis of country needs. This entails alignment of RC and UNCT skills and profiles with national sustainable development needs, including better preparation to ensure operational coherence and synergies in development, humanitarian and peacebuilding action, according to the country context. At the country level, the RCs will be directly nominated as the Secretary-General's designated representatives for development operations. RCs will continue to be double-hatted as Humanitarian Coordinators (HC), and triple-hatted as Deputy Special Representatives of the Secretary-General (DSRSG), in relevant contexts.

The reinvigoration of the RC-system is a component of the broader reform of the UNDS. According to the UN Secretariat, the creation of a more efficient and results-based UNDS is expected to generate efficiency gains at around 310 million USD a year by 2022. Efficiency gains will mostly ramp up over time and will not be available in the short term. Some of the efficiency gains will also offer only one-time savings and may entail potential costs. The expected efficiency gains will be allocated towards operational activities on the ground.

## **2.1. Summary of implementation process – short term and medium term**

The implementation of the reinvigorated RC-system will officially launch on 1 January 2019 and is expected to be fully implemented by the end of 2021. To lead the implementation process, the Secretary-General established a transition team in July 2018, led by an Assistant Secretary-General, who reports directly to the Deputy Secretary-General. Since July 2018, the transition team has been taking actions to ensure that the reinvigorated RC-system is operational from 1 January 2019, with no break in operations at the country level. The transition team presented the final implementation plan for the reinvigorated RC-system in September 2018, which outlines short and medium term actions needed for a smooth transition and with a time horizon of 18-24 months (see annex 1). The transition team is part of a larger reform structure (see section 3.5) that will operate under the overall guidance of the Secretary-General to manage the change process in a coordinated manner across all reform streams.

Main actions taken in the short term (July 2018 – December 2018) include creating the authorizing environment for a RC-system decoupled from UNDP by looking at all administrative, legal and oversight arrangements. This has included the establishment of a UN Special Purpose Trust Fund (SPTF) as a funding platform for contributions for the new system (see section 2.2.) as well as ensuring sufficient funds to launch the new RC-system. Moreover, the 129 RCs who are currently on UNDP contracts have been offered to move to Secretariat contracts from 1 January 2019 to serve as RCs in the inception phase. More than 90 per cent of the 129 RCs are expected to accept. These new contracts will be for a period of 18 months, after which the new RC recruiting process will be operational to ensure that RCs are sufficiently skilled development professionals.



For the medium term – from early 2019 through to 2020 – the changes will be consolidated through a set of actions to affect the full reinvigoration as adopted by Member States. This will include:

- The arrangements for the transfer of all staff in RC Offices (RCO) to the Secretariat;
- An additional recruitment drive to bring all RCOs to the agreed minimum staffing complement and to bring UNDOCO to its full staffing complement;
- The institutionalization of the 1 per cent levy (see section 2.2);
- Redesigned UNDAFs;
- Changes to the assessment and selection process of RCs;
- A long-term Service Level Agreement with UNDP on UNDP's future administrative support to field operations.

## **2.2. Funding the reinvigorated Resident Coordinator-system**

As a means to secure sufficient funding to the reinvigorated RC-system, the SPTF has been established in accordance with the mandates provided in General Assembly resolution 72/279. The UNDOCO will be the implementing office of the SPTF for the reinvigorated RC-system and responsible for coordinating all aspects of the activities to be financed from the SPTF, including receiving, consolidating, managing and accounting for all contributions and financial transactions related to the reinvigorated RC-system

The cost of the new, independent RC-system is expected to be 281 million USD per annum as reflected in the Secretary-General's report on the programme budget for the biennium 2018-2019 (see annex 5 and section 6).<sup>5</sup> The budget reflects the new requirements in the UNDOCO, the regional offices and the RCOs, totaling 246 million USD, that will be invested in enhancing the capacities and skillsets through staffing (a total of 1,141 posts) and operating costs of the RCOs and UNDOCO. Over 80 per cent will be invested at country level and 15 per cent at regional and global level. In addition, the 2019 budget includes a 'Coordination Fund' to support coordination activities by RCs, costed at 35 million USD annually.<sup>6</sup>

In the General Assembly resolution 72/279, Member States decided that sufficient funding to the new and reinvigorated RC-system, which is decoupled from the UNDP, should be provided through a hybrid-funding model based on three complementary funding modalities.<sup>7</sup>

### 1. A 1 per cent coordination levy

A 1 per cent coordination levy will be applied to contributions for UN development-related activities that are tightly earmarked to a single agency, single programme or project. The levy could potentially generate 60-80 million USD annually, based on 2016 data, pending final determination of applicable exclusions. The levy does not apply to humanitarian assistance.<sup>8</sup> The coordination levy is to be collected "at source" with a number of options for

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<sup>5</sup> This is slightly below the initial estimates shared with Member States during the intergovernmental negotiations leading up to resolution 72/279 (290 million USD)

<sup>6</sup> The purpose of the Fund is serve to catalyze and incentivize system-wide efforts in support of priority initiatives in different country and regional settings. The funds will be allocated across RCOs in 131 countries and the five regional UNSDG teams. The Coordination Fund will be managed in an integrated fashion with the resources for the RC-system under the SPTF. All reporting and management for these funds will be fully merged.

<sup>7</sup> The funding for the existing RC-system has been derived through a cost-sharing arrangement between the members of the UNSDG. In addition, UNDP has been providing the backbone of financial needs, funded through core contributions provided by Member States to UNDP.

<sup>8</sup> The levy will exclude inter-agency development pooled funds, entity-specific thematic funds, local resources (i.e. programme country Government cost-sharing) and South-South cooperation. In ongoing consultations with Member

its collection being considered, such as charging the levy at the time a contribution agreement is signed between a UN entity and a donor, or alternatively, payment by the donor in one or more instalments annually. The system to collect the 1 per cent levy will be further developed in close coordination between Member States and the UN Secretariat and is expected to be operational in 2019.

2. Doubling current UN Development Group cost sharing

Doubling the amount contributed through the UNSDG cost-sharing arrangement is expected to generate 77.5 million USD on an annual basis. Each entity's share is calculated through a three-step formula, considering an annual base fee, entity staff size and expenditures, and share of UNDAFs at the country level. The UN Secretariat will present a new cost sharing formula for 2020 onwards to Member States and the respective governing bodies of the UNSDG member entities in 2019.

3. Voluntary, predictable, multi-year contributions

In the medium term, voluntary contributions are critical for the successful launch of the reinvigorated RC- system. The Secretary-General's Implementation Plan emphasizes the need for voluntary contributions to be frontloaded, as the collection of the 1 per cent levy may take some time to become fully operational pending required systems and policies to be established.

Denmark's voluntary contribution will fall under category 3.

The inception period of the reinvigorated RC-system covers three years, i.e. from 2019-2021, as outlined in the Implementation Plan (annex 1). As a system-wide UN-approach for collecting the levy is yet to be established, current estimates indicate a funding gap of approximately 123.5 million USD in 2019. These revenues will need to be generated through additional voluntary contributions to the SPTF from additional donors. However, essential funding is deemed to be secured for the rollout of the initial phase of the RC-system, whereas the further capacity build-up in RC's offices, to an average of five staff in each RCO as minimum-capacity, will follow in accordance with voluntary contributions received in 2019, which is expected to gradually close the funding gap.

As of November 2018, according to the Transition Team, a number of Member States have pledged to provide voluntary contributions to the SPTF adding up to approximately 80 million USD from approximately 20 donors, including Denmark, Sweden, Norway and the Netherlands. As some of these pledges are still pending final approval in the countries in question, the Secretary-General is yet to disclose a full list of pledges made.

Before the end of the 75<sup>th</sup> session of the General Assembly (September 2021), the Secretary-General will submit a review of the functioning of the RC-system for consideration of the General Assembly. This will include a review with recommendations of the funding arrangement with a focus on how to ensure predictable and sustainable funding to the reinvigorated RC-system moving forward from the inception phase.

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*States, the Secretariat has also indicated that vertical funds and contributions from foundations, civil society and private sector may also need to be excluded.*

### **3. STRATEGIC CONSIDERATIONS AND JUSTIFICATIONS**

#### **3.1. Context for the programme and development engagements.**

The reinvigorated RC-system will include changes on the global, regional and country level.

At the global level, the UNDOCO will assume managerial and oversight functions of the RC-system under the leadership of an Assistant Secretary-General. The UNSDG will work under the leadership of the Deputy Secretary-General in her capacity as the Chair of the UNSDG and the guidance of the UNSDG Vice-Chair, who is the Administrator of UNDP. The UNSDG will provide field evidence collected from the UN's operational development activities for development to inform policy, programme and operations. In addition, the UNSDG will facilitate the achievement of shared UNDS results.

The UNDOCO will also provide troubleshooting, quality assurance, advisory and dispute resolution services in close liaison with the relevant regional team of the UNSDG and other senior officials of the system. It is envisioned that the Director of UNDOCO will chair annual performance assessments of RCs, which will also continue to include the regional directors of entities of the UNDS functioning as the regional UNSDG.

Day-to-day programmatic support, policy guidance and technical support for UNCTs, quality assurance with respect to UNDAF, country team standard operating procedures for “Delivering as one” and joint initiatives, as well as day-to-day support for RCs and UNCTs, will be backstopped through better-resourced regional desks of the UNDOCO, working in close collaboration with the regional UNSDG.

At the country level, RC's will be directly nominated as the Secretary-General's designated representatives, serving as the highest-ranking representatives of the UNDS. To ensure that the profile of RCs matches the ambitions of the 2030 Agenda and the current development landscape, an independent, merit-based RC assessment system will be maintained, while steps will be taken to open up for external candidates. Moreover, the Secretary-General will work with the UNSDG to review RC profiles and ensure that designated RCs possess the necessary knowledge and experience required in the country context. A SDG Knowledge Certification programme is currently under formulation. The completion of the certification process will become a pre-requisite to be nominated as candidate for the independent RC assessment.

The RC-offices will need to be staffed to ensure sufficient substantive capacities to lead UNCTs. Specific requirements vary depending on needs and contexts, however the UN Secretariat estimates a general need for a minimum capacity of five substantive staff members on average in each RCO to cover core functions needed in any country for effective coordination. This will include experts in coordination and strategic planning, economics, monitoring and evaluation, communications and strategic partnerships. The mix of international/national staff will be defined according to each country context, with a preference for national staff whenever possible.

The new system will be anchored in the assets and resources of the entire UNDS, including the SDG country support platform of UNDP through which UNDP's assets and expertise will be put at the service of the wider development system, under the leadership of the RCs.<sup>9</sup>

### **3.2. Strategic framework**

Member States' call for a stronger UNDS, including a reinvigorated RC system, ultimately rests in the transformation of the development landscape in recent years as reflected in the 2030 Agenda. The ambitions of 2030 Agenda needs to be matched by equal ambition in the organization, operations, funding and overall mindset of the UNDS to ensure integrated action, in a way that leaves no-one behind. The reform of the UNDS is part of the broader reform agenda, through which the Secretary-General aims to ensure that the UN stays relevant and legitimate in a multipolar world, in which multilateralism is under increasing pressure.

### **3.3. The relevance of UN /UNDS reform to Denmark**

With its 193 Member States, the UN possesses a unique mandate, scope and legitimacy. As a small country with an open economy, it is in Denmark's clear strategic interest that the UN continues to deliver sustainable development, humanitarian and peace results on the ground as well as to serve as the main arena for multilateral cooperation and in accordance with the purposes and principles of the Charter of the United Nations. This entails effectively responding to the mandates vested within the founding pillars of the UN: development, peace & security and human rights. Supporting the Secretary-General's reform agenda is crucial to ensure that the UN stays legitimate and relevant in a multipolar world, where multilateralism is under increasing pressure, and becomes more efficient and results-oriented. In the end, this is also a question of ensuring the highest possible outcomes of Denmark's significant financial contributions to the UN – also with the purpose of ensuring broader Danish public support for the UN.

The UN constitutes a long-standing strategic partner for Danish development cooperation, through which Denmark can influence international initiatives and efforts on the ground that align with the SDGs and the priorities outlined in the Danish Strategy for Development Cooperation and Humanitarian Action, 'The World 2030'. In accordance with the Strategy, it is a clear Danish priority to promote reform of the multilateral system to strengthen the effectiveness of the overall international response and the delivery of the necessary, concrete results. Through Danish financial support to the SPTF, Denmark is investing and assuming leadership to ensure that the UNDS becomes better able to deliver on the 2030 Agenda and to align development, humanitarian and peacebuilding efforts on the ground.

The SG is also seeking to strengthen UN's ability to engage in partnerships with the private sector, civil society, academia etc. to implement the 2030 Agenda. A stronger UN partnership approach and a reinvigorated RC-system could also benefit Danish private sector and civil society, including through providing a coordinated entry point to a specific country.

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<sup>9</sup> *UNDP's operational platform and advisory services will serve as the bedrock of the UNCTs and the new RC-system. This will involve a dual role for UNDP: 1) UNDP will make their technical expertise and advisory services to available for RCs and UNCTs. 2) UNDP will continue to provide back office support for RCs and their offices, including all administrative and operational requirements related to the coordination function, based on a fee-for-service model. As a standard practice, RCs will continue to be co-located with UNDP in common premises.*

### **3.4. Humanitarian-development-peace nexus**

A central objective of the reform is to ensure a better coordination between UN agencies on the ground, including promoting ways of improving synergies between development, humanitarian and peace efforts, where applicable. This is in alignment with Denmark's thematic priorities for the Secretary-General's reform agenda as well as the overall humanitarian-development-peace nexus agenda.

However, ways of ensuring better joined-up humanitarian and development planning at country level still needs to be further promoted, including through alignment of UNDAFs and Humanitarian Response Plans, where relevant. UN entities working across the humanitarian-development nexus further needs to be engaged in establishing joint context and risk analysis, joint needs assessments, multi-year and flexible support in protracted crisis in line with the commitments of the World Humanitarian Summit and the Grand Bargain.

### **3.5. Adherence to the aid effectiveness agenda**

The main objective of the reinvigorated RC-system is to improve aid effectiveness and to better align the collective development efforts of the UN on the ground with national plans for realizing the 2030 Agenda. In this respect the reform of the UNDS is closely linked to the Busan partnership principles of making development cooperation effective by focusing on results through sustainable impact and partnering for development by recognising the diversity and complementarity of UN entities and their distinct functions and mandates with the aim of avoiding duplication of work.

### **3.6. Key stakeholders**

#### **- Member States**

The initiative to reform the UNDS stems from the Member States and the success of the reform is thus in the overall interest of Member States. With the 2016 QCPR, Member States underscored the urgency of better positioning the UNDS to address the full range of development challenges and opportunities. They also stressed the need to ensure that RCs have sufficient leadership, prerogative, impartiality, management tools, experience and skills-sets to effectively fulfil their mandates. A reinvigorated, more efficient and better coordinated RC system should therefore be in the interest of both host countries, in which UNCTs are operating, as well as donors channelling development assistance through the UNDS with the aim of ensuring sustainable development outcomes.

#### **- United Nations Sustainable Development Group**

The UNSDG has a key role, including in authorizing the proposed policy and procedural changes anticipated in the reform package. A UNSDG's Strategic Results Groups will be convened to oversee the results of the reform. Moreover, an Advisory Group for the repositioning of the UNDS will serve as a sounding board and provide advise as the process to fully reinvigorate the RC-system moves forward.

#### **- The UN Secretariat**

A Transition Team has been established at the UN Secretariat, who leads the implementation process and reports directly to the Deputy Secretary-General. In addition, a working group comprising the Executive Office of the Secretary-General (EOSG), UNDP, UNDOCO and the Department of Management will review, monitor and provide recommendations, in consultation with other relevant offices, on all details of the new RC system. This includes human resources,

procurement, logistics, legal status of RCs, their offices, UNDOCO and UNDP in its future role – with an emphasis on ensuring business continuity as the function of RCs is separated from the UNDP at country level.

- **UNDP**

The reform of the RC-system entails significant changes for UNDP, including in the relationship between UNDP and RCOs. UNDP will continue to play an ‘integrator function’ in ensuring that the collective vision and response of the UN system to national development priorities and results, as defined in the UNDAFs, responds to the needs of the 2030 Agenda, and in support of RC efforts to deliver a coherent UNDS response. Moreover, in 2019 the UN Secretariat and the UNDP will enter into a long-term Service Level Agreement on UNDP’s future administrative support to field operations.

#### **4. THEORY OF CHANGE**

The envisaged outcome of the reform takes its point of departure in the call of Member States in the 2016 QCPR, the response with proposed reforms by the Secretary-General in his 2017 reports, and the subsequent General Assembly resolution 72/279 providing the mandates for implementing the agreed reforms. As described in other sections, this entails the creation of a dedicated, independent, impartial, empowered coordination function for the UNDS as well as the transformation of the UNDOCO to a stand-alone coordination office within the Secretariat.

The Danish support to a reinvigorated RC-system rests on a Theory of Change (ToC) with an inherent intervention logic, and assumptions for bringing about the expected change. The ToC is supplemented by a preliminary results framework (Annex 4) and identified risks (see section 9). A summarized version of the ToC is outlined below:

*If* Denmark and other Member States provide financial and political support, and the UN has the capacity and will to implement the proposed reform in a timely manner, *then* better and more effective alignment of the UN’s collective resources and the implementation of the 2030 Agenda will be ensured as well as improved coordination across the UN’s agencies, funds and programmes. This, in turn, will increase the effectiveness of the UN Development System, which will lead to improved development outcomes in line with the 2030 Agenda.

At the global level, the UNDOCO will assume the managerial and oversight functions of the resident coordinator system. It will bring together the UNDS entities to promote change and innovation to deliver together on sustainable development. To reach the desired changes of the reformed RC-system will require a dynamic and thoroughly managed process where strong and continued support from all stakeholders including funding is assumed.

#### **5. PROJECT OBJECTIVE AND SUMMARY OF RESULTS FRAME**

The overall objective of the Danish support to the SPTF is to strengthen accountability for results, provide greater incentives for integrated action and enable UNCTs to deliver in-country results at a scale that respond to national priorities and needs, allowing national authorities to hold RCs and UNCTs accountable for their collective support to SDG achievement.

The reinvigorated RC-system will also lead to:

- 129 independent and empowered RCs leading 131 UNCT covering 170 countries and territories;

- A minimum of 5 RCO staff to cover: coordination and strategic planning, economics, tailored policy support, results monitoring and evaluation, and strategic partnerships;
- Stronger global backstopping and guidance to RCs and UNCTs leading to better support and advice to governments;
- 270.000 USD seed funding for each RCO for joint planning and UN initiatives on the ground through the Coordination Fund.

The outcome of the reinvigorated RC-system will be measured on the delivery of results in advancement of country efforts to eradicate poverty and leaving no one behind, in line with the 2030 Agenda and the norms and principles enshrined in the UN Charter. Moreover, positive effects will be reflected in improved levels of achievements of the objectives set out in the various UNDAFs.

The transition team has formulated a Results Framework for the reinvigorated RC-system in the biennium 2018-2019, which is enclosed in Annex 4. The Results Framework lists the objectives of 1) the Executive Directorate (UNDOCO) as well as 2) the objectives of global, regional and country coordination. These objectives include:

1. Leadership for development results
2. Integrated normative and policy support for the 2030 Agenda
3. Coordination and planning for development results
4. Partnerships and finance for development results
5. Communication for development results
6. Business operations for development

Given the fact that the new RC-system will be operationalized in 2019, the initial framework of expected results will be further developed, including in terms of refining indicators and outputs for the subsequent biennium, as data across UN entities are harmonized and based on lessons learned from the implementation of the reform. The Danish MFA and the Danish Permanent Mission to the UN in New York, through relevant oversight bodies, including the ECOSOC, will monitor the further refinement and formulation of the Results Framework for the reinvigorated RC-system.

## **6. BUDGET FOR 2019**

The overall budget for 2019 to the SPTF amounts to 281,190,000 USD, reflecting requirements in UNDOCO, the regional offices and the RCO, as well as support costs (see annex 5).

**Table 1.1 Financial resources by component**  
(Thousands of United States dollars)

| <i>Component</i>                      | <i>2019 estimates</i> |
|---------------------------------------|-----------------------|
| A. Executive direction and management | 2 306.8               |
| B. Programme of work                  |                       |
| Global coordination                   | 14 352.7              |
| Regional coordination                 | 6 659.4               |
| Country coordination                  | 246 298.7             |
| <b>Subtotal – programme of work</b>   | <b>267 310.8</b>      |
| C. Programme support                  | 11 573.3              |
| <b>Total</b>                          | <b>281 190.9</b>      |

Annual budgets will be presented to the General Assembly. The proposed budget will set out the results-based budget and is expected to provide full visibility on the staffing structure. All programme support costs are charged directly to the SPTF and included in the budget, including overhead and operational costs.

It is expected that Denmark will be approached by the UN Secretariat for further voluntary contributions after the inception phase. Future funding requirements for the reinvigorated RC-system will be clarified in the report that the Secretary-General will present before the end of the 75<sup>th</sup> session of the General Assembly (see also section 8.1.).

## **7. INSTITUTIONAL AND MANAGEMENT ARRANGEMENT**

The SPTF was established on 11 July 2018 by the UN Secretariat to manage all financial transactions of the new RC-system in a transparent manner, further to the mandates provided in resolution 72/279. It will be the first time that UNDOCO will be in charge of managing a trust fund, and to take on this responsibility UNDOCO will be strengthened to a total of 95 posts that will replace and strengthen the structure previously provided by UNDP. This will include 67 posts in headquarters as well as enhanced capacities to provide regional support to country operations, through five regional desks covering six geographical regions based in Addis Ababa, Amman, Istanbul, Bangkok and Panama. 28 posts will be allocated to these regional desks.

The UN Controller has designated the UNDOCO as Implementing Office of the SPTF for the reinvigorated RC system. UNDOCO will be responsible for coordinating all aspects of the activities to be financed from the SPTF. To ensure proper financial controls, the Fund Manager will be the Head of UNDOCO - at the Assistant Secretary-General level - and the Certifying Officer will be the UNDOCO Executive Officer, who will exercise spending authority. The Head of UNDOCO reports to the Deputy Secretary-General and is responsible for ensuring that the SPTF is utilized for the intended purposes.

The SPTF will be administered in conformity with the UN Financial Regulations and Rules and other relevant administrative issuances, as well as the terms and conditions outlined in the annexed ToR of the SPTF (see annex 2).



## **8. FINANCIAL MANAGEMENT, PLANNING AND REPORTING**

The SPTF will account for all financial transactions related to the RC-system, including revenue from all sources. The SPTF will account for revenue and expenses related to the start-up period in 2018, as well as the full functioning of the reinvigorated RC-system effective 1 January 2019.

Voluntary contributions to the trust fund will be documented through an Exchange of Letters between the UN and the contributing party, or through a more formal agreement such as a Standard Contribution Agreement. All contributions by Member States will be recorded as voluntary and non-earmarked, thus meeting the definition of “core” contributions.

As the fundamental objectives of the RC-system remain unchanged, the OECD has confirmed to the United Nations that voluntary contributions to the SPTF can be counted as Official Development Assistance in accordance with OECD-DAC definitions.

### **8.1. Reporting to and dialogue with Member States**

As part of the reform agenda, the Secretary-General has underlined his determination to strengthen accountability and transparency of the system-wide efforts of the UNDS.

At the country level, UNCTs will be expected to provide, through RCs, annual reports to host governments on UNDAF-related results.

At the global level, the following three reporting mechanisms have been agreed:

- The Secretary-General will report annually to the ECOSOC on the implementation of the reinvigorated RC system, including its funding, starting in 2019. This will be done in the context of the QCPR annual monitoring and reporting. The General Assembly will receive a QCPR progress report every four years, in accordance with the QCPR cycle.
- The ECOSOC will also receive a separate report on the operational, administrative and financing aspects of the activities of UNDOCO. The report will be presented annually by the Deputy Secretary-General, in her capacity of Chair of the UNSDG.
- A review with recommendations on how best to ensure the functioning and funding of the RC-system will be submitted before the end of the 75<sup>th</sup> session of the General Assembly (September 2021). Based on considerations emerging from the first three years of the reinvigorated RC system, the Secretary-General will present a set of recommendations to further adjust, recalibrate and possibly reconsider aspects in the functioning and funding of the RC-system.

### **8.2. Financial Reporting**

The Controller will provide certified financial reports of the SPTF annually, as of 31 December of each calendar year. The report will be available, at the latest, three months after year-end. The certified financial reports will be presented to the ECOSOC, alongside an annual substantive progress report prepared by the Head of UNDOCO. The SPTF will provide full transparency to all stakeholders on expenditures and the total cost of operations. In addition, all information about contributions and disbursements will be available online in real time, starting as soon as the first contribution has been formalized.

### **8.3. Monitoring, Evaluation and Review**

The Head of UNDOCO will inform the Controller about any condition, event, or situation that may interfere or threaten to interfere with the receipt of voluntary contributions or the successful implementation of activities. She/he is also responsible for the monitoring and regular review of activities and will support system-wide evaluation of results achieved at the global, regional and country levels. The evaluation of the Fund will be subject to the provisions of the UN Evaluation policy as set out in the relevant Financial Regulations and Rules as well as its financial policies and procedures. The SPTF will be subject to UN external and internal audit procedures.

Moreover, the Danish MFA has the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. This could include a midterm review in 2020, possibly in collaboration with other likeminded donors.

The Danish MFA, the Danish Permanent Mission to the UN in New York and other relevant Danish representations will through relevant fora, including Executive Boards, monitor and seek to push for continued support for reforms from both UN entities and Member States. The Danish MFA is also initiating a group of selected Danish representations with the purpose of continuously monitoring the implementation of reform at the country level.

### **8.4. Plan for communicating results**

The UN is planning an open and proactive strategy for consultation and communication on the reinvigorated RC system, which Denmark will follow. The Transition Team is setting up dedicated capacities for outreach and communications, and will work with Department for Public Information (DPI) and communication units of other UN entities to devise and implement a communication strategy articulated around four key objectives:

1. Ensure full transparency for internal and external stakeholders;
2. Engage the UN system's expertise and experience;
3. Ensure that the new system meets the expectations of Member States and country-level partners;
4. Sustain the existing momentum for transformational change.

## **9. RISK MANAGEMENT**

Instituting the inception measures anticipated by General Assembly resolution 72/279, carries a number of risks that need to be recognized and where possible, mitigated. The UN Secretariat has identified the following key risks. As part of the monitoring of the project, the Danish MFA and the Danish Permanent Mission to the UN in New York will follow the development of these risks and the UN Secretariat's mitigation efforts through relevant oversight bodies and other fora.

- 1. Financing risks** – The roll-out of the inception plan depends on a timely mobilization of the necessary voluntary funding. For example, the funding for the 129 RC posts needs to be available sufficiently in advance before the 129 posts can be created, cleared by ACABQ, designations by the Secretary-General and appointment letters issued in advance of 1 January 2019. Coordination within Member States will also be important to ensure a quick resolution to any approach questions vis-a-vis the 1 per cent levy administration, or the alignment of specialized agencies to the doubling of cost-sharing decision.

2. **Staff anxieties/loss of talent** – the reforms requires a major restructuring of administration and finance arrangements affecting upwards of 1,000 existing staff. Mitigation measures include: ensuring a stable financing base for at least the short term; clear, regular and open communications to staff; reskilling existing staff; engaging staff at all levels and in field and HQ on ideas and design of new system.
3. **Disruptions to operations** – the reforms speak to the work of the UN’s operational system for development, i.e. close to 30 billion USD in operations. Leadership of these operations requires continuity. Mitigation measures include: clear advance planning, with critical decision dates and contingency plans, and financial stability to enable measures to be taken in advance.
4. **Institutional capacity constraints** –the reforms require a host of individual corporate decisions relating to new policies and approaches, from a revised UNDAF to administering a new levy to potential reconfiguration of regional assets. Each of these require internal deliberations and then active participation in collective decision making, often on very short timelines. This will challenge the 'bandwidth' of even the largest members of the UNSDG. Mitigation measures include: advance planning, prioritization of issues, dedicated staffing resources for transition planning and implementation.
5. **Sequencing challenges** – the reform package contains many inter-related initiatives. Multiple elements of change are under review in parallel, on different time-scales posing challenges to getting the sequencing of these reforms right. Mitigation measures include a high degree of coordination and openness between all task managers within the UN development system reform but also across the other reform streams and anticipating implications of different scenarios in one field as a consequence of changes made in another.
6. **Loss of momentum** – the changes introduced by GA resolution 72/279 are fairly dramatic by most measures and involve a large cross section of organizations, thousands of staff and cooperation across all Member States, the Secretariat and beyond. Unanticipated developments, institutional inertia, competing priorities, legitimate disagreement over strategy and many other factors will emerge to challenge the pace and breadth of the reforms. A strong communication strategy, predictable funding, clear and supportive guidance to field staff and dedicated transition teams will assist in overcoming these inevitable brakes on momentum. Most important, however, will be results and impact – early wins, reaching important benchmarks on the way to something much bigger, and celebrating and communicating these way points will be critical.

In addition to the risks outlined by the UN Secretariat above, the following additional risks can be identified:

1. **Limited pool of talented candidates** – the reinvigorated RC-system includes recruitments for new posts in both UNDOCO and RCOs, as well as the recruitment of RCs who are strong development professionals. Moreover, since the RC-system will decouple from the functions of UNDP’s Resident Representative (RR), UNDP will also have to recruit approximately 129 new RRs simultaneously. A stronger UNDS thus depends on a sufficiently large pool of talented candidates for both international and national positions, and that the UN is able to attract these professionals. The Danish MFA, the Danish

Permanent Mission to the UN in New York and other relevant Danish representations will encourage Danish candidates.

- 2. Resistance to reform** - the success of the reform of the UNDS depends heavily on the readiness and willingness of the UN agencies, funds and programmes to adhere to the reform, including accepting the role of the empowered RC as the leader of the UNCT. Some UN entities might even be inclined to work against the reform as an attempt to e.g. hold on to their existing mandate, level of influence on the ground, level of donor funding, number of staffing etc. The success of the reform also depends on the readiness and willingness of the Member States, both in terms of funding and – particularly in countries where the UN is present –collaboration with the empowered RC and UNCT. As a way to seek to mitigate this risk, the Danish MFA, the Danish Permanent Mission to the UN in New York and other relevant Danish representations will through relevant fora, including Executive Boards, push for consistent and broad support for the reforms from both UN entities and Member States. The Danish MFA is also initiating a group of selected Danish representations with the purpose of continuously monitoring the implementation of reform at the country level. Moreover, the Danish MFA and the Danish Permanent Mission to the UN will be open to consider financial support to relevant studies, reviews, retreats etc., which in various can serve as support to the reform process.

## **LIST OF ANNEXES**

**Annex 1:** The Secretary General's Implementation Plan for the Inception of the Reinvigorated Resident Coordinator System

**Annex 2:** Terms of Reference for the Special Purpose Trust Fund for the Reinvigorated Resident Coordinator System

**Annex 3:** United Nations General Assembly Resolution 72/279

**Annex 4:** Reinvigorated RC-System Results Framework

**Annex 5:** Programme budget for the biennium 2018-2019

**Annex 6:** Signed Quality Assurance Checklist

**SECRETARY-GENERAL'S IMPLEMENTATION PLAN FOR  
THE INCEPTION OF THE REINVIGORATED RESIDENT COORDINATOR SYSTEM**  
As mandated by General Assembly resolution 72/279 on the  
repositioning of the United Nations development system

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## Executive summary and high-level timeline

The implementation plan for the inception phase of the reinvigorated Resident Coordinator system is presented in compliance with General Assembly resolution 72/279 on the repositioning of the UN development system (OP13). The plan is focused on the inception measures – including funding arrangements – required to ensure that the new Resident Coordinator (RC) system is operational in 2019. It also outlines key subsequent measures required to consolidate these arrangements to deliver a fully-fledged reinvigorated RC system. As such, this plan does not constitute a workplan for the comprehensive follow-up to the resolution in all its aspects – the mandates of which are summarized in the timetable below (fig. 1).

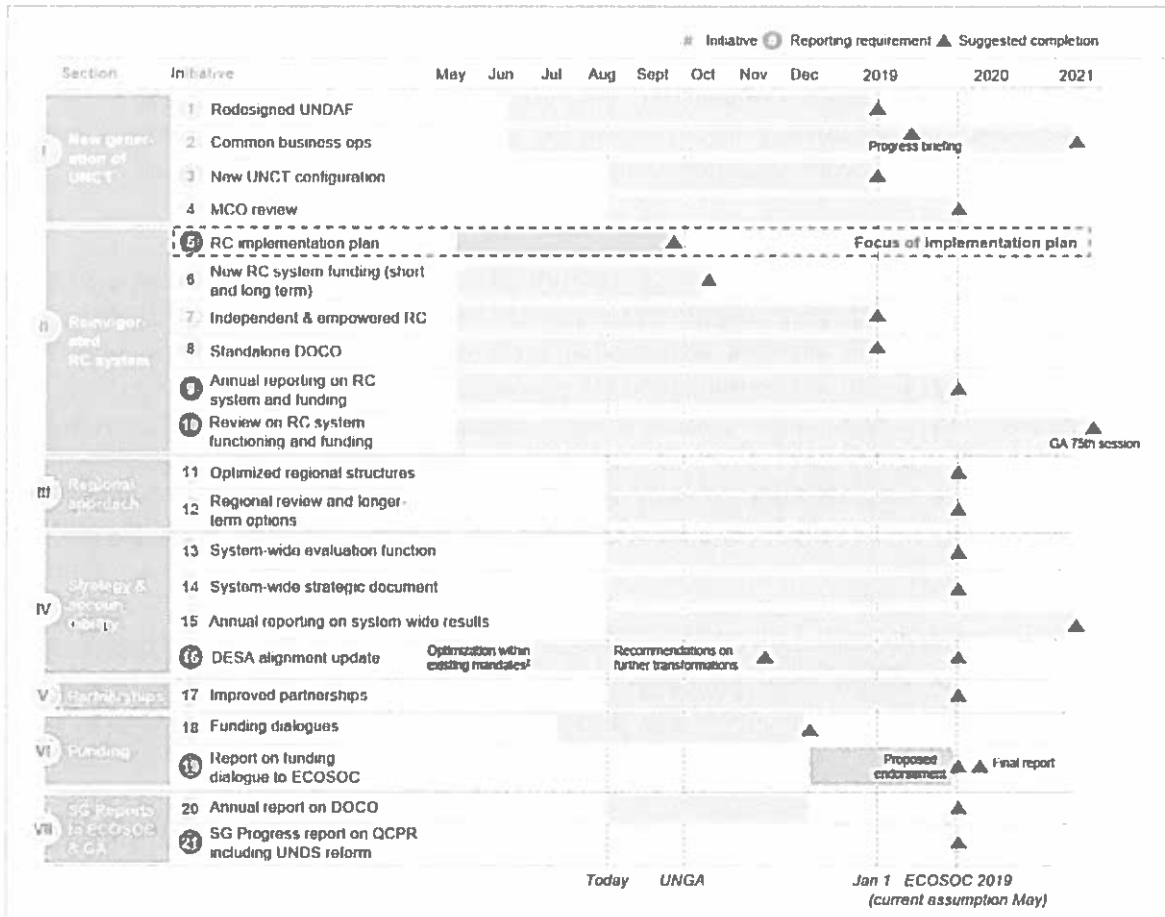
In outlining immediate actions required from now to December 2018, the plan focuses on creating the authorizing environment for a RC system decoupled from UNDP by looking at all administrative, legal and oversight arrangements. This requires, inter alia, the establishment of a funding platform for contributions for the new system, the development of a new job description for RCs, the establishment of posts in the Secretariat to host the reinvigorated RC system and the UN Development Operations Coordination Office (DOCO), putting in place transitional administrative arrangements for the RC Office(RCO) posts in the field, and the issuance of related letters of appointment. Arrangements for increased cost-sharing contributions from members of the United Nations Sustainable Development Group (UNSDG) will also need to be in place.

For the medium term – from early 2019 through to 2020 – these changes will need to be consolidated, in line with resolution 72/279, through a set of actions to affect the full reinvigoration expected by Member States. This will include the arrangements for the transfer of staff in RCOs to the Secretariat, an additional recruitment drive to bring all RCOs to the agreed minimum staffing-complement – and DOCO to its full staffing complement – a long-term Service Level Agreement (SLA) with UNDP on administrative support to field operations, the institutionalization of the 1% levy, the institutionalization of changes to the 2008 Management and Accountability System in UN Country Teams, redesigned United Nations Development Assistance Frameworks (UNDAFs), and changes to the assessment and selection process of RCRCs. Recommendations from phase two of the regional review and the multi-country office review will also need to be factored-in when they become available.

During the course of 2019, steps will also be required to arrive at a sustainable funding arrangement for the new system which fully leverages the hybrid funding model put forward by Member States for the RC system. In the immediate term, it will be critical to ensure that contributions are frontloaded to maintain momentum in ensuring a smooth transition of the RC system. The first key funding milestone will be to reach USD145 million in firm funding commitments by end-September 2018 in order to ensure the essential elements are in place and operational on 1 January 2019. The remaining budget will need to be secured progressively, between October 2018 and March 2019.

More broadly, all actions for the inception of the new system will ultimately depend on Member States cooperation to ensure the necessary build-up of the funding needed, authorization of key posts, cooperation on legal aspects and alignment across the various Executive Boards and Governing bodies of UNSDG membership.

Visual 1 – Timetable for UNDS work streams



## A. Introduction

### Introduction and context

This implementation plan outlines short and medium-term actions needed for a smooth transition towards a reinvigorated RC system, with a time horizon of 18-24 months. It is guided by the mandates for an empowered and impartial RC system of GA resolution 72/279 on the repositioning of the UN development system. It also draws on extensive deliberations by Member States within the ECOSOC Dialogue on the longer-term positioning of the UN



development system and, subsequently, the 2016 quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations (A/RES/71/243).

The plan provides overall timing and sequencing of actions, with a focus on immediate actions needed for the start-up phase of the new system model. It also specifies arrangements to transition staff and operational support, clarifying UNDP's new role in servicing the new RC system. The plan also looks into the initial recalibration of functions and relationships both in the field and at regional and headquarters levels, to ensure accountability for results from RCs to national counterparts, and clear reporting lines between RCs and the SG, as well as UNCT members and RCs. Importantly, the plan outlines the start-up funding needs for the new RC system to be operational from day one, as well as the arrangements to receive, manage and channel the funding along with reporting to ensure accountability and transparency on spending.

In considering medium-term transition measures into 2019, the plan provides an overview of additional actions required to consolidate this important transition. These actions include any potential changes to the RC selection, attraction and training processes, as well as longer-term mechanisms to fully operationalize the hybrid funding model for the RC system. The plan also recognizes the need to eventually incorporate the implications for the RC system of the future reviews of the UN development system regional assets and multi-country offices, in addition to the overall transition towards a new generation of UN Country Teams through the roll-out of revised UNDAF guidelines and any physical presence reconfiguration, and changes regarding internal accountability.

Finally, the plan identifies risks and contingency measures needed for a smooth and timed transition, along with a clear sequencing of all steps to be taken in the next 24 months and a clear communication strategy to ensure that the UN development system is fully aligned as we move forward.

*Vision for future of RC system: results in support of the 2030 Agenda as the system's "raison d'être"*

Member States' calls for a reinvigorated RC system ultimately rest in the transformation of the development landscape in recent years, as reflected in the 2030 Agenda for Sustainable Development. Its universal, integrated and people-centred nature, which integrates economic, social and environmental dimensions of development, requires a collaborative and effective response by the UN development system, at an unprecedented scale. This needs to be matched by equal ambition in the organization, operations, funding and overall mindset of the UN development system to ensure integrated action towards the Sustainable Development Goals (SDGs), in a way that leaves no-one behind.

RCs lead implementation of the UNDAF and support countries in their implementation of the 2030 Agenda on the ground. Ultimately, the new arrangements will provide full time leadership at the country level, empowered to lead UN coordination, strategic policy, innovative partnerships and investments around the SDGs. It will strengthen accountability for results; it

will provide greater incentives for integrated action and will enable UNCTs to deliver and report on in-country results at scale that respond to national priorities and needs, allowing national authorities to hold RCs and UNCTs accountable for their collective support to SDG achievement.

To that end, the RC system will continue to be led by development professionals that are capable, staffed and resourced to tailor and steer UNCTs on the basis of country needs. This entails alignment of RC and UNCT skills and profiles with national sustainable development needs, including better preparation to ensure operational coherence and synergies in development, humanitarian and peacebuilding action, according to the country context and grounded in international law.

Ultimately, RCs will have to be strong development-focused leaders, with independence and impartiality, and supported by adequate and predictable resources. Success will be measured on the delivery of results in advancement of country efforts to eradicate poverty and leave no-one behind, in line with the 2030 Agenda and the norms and principles enshrined in the UN Charter. On the basis of the relevant UNDAF and well aligned country programmes, strategic, effective, efficient, and accountable impact will be the baseline for performance and success indicators of the reinvigorated RC system. Advancing the Secretary General's overriding commitment to prevention – in line with respective mandates and resources – will be another key measure of success.

#### Mechanisms for running the transition

The transition towards a reinvigorated RC system will be supported by several mechanisms, starting with a dedicated UN development system transition team which reports directly to the Deputy Secretary-General. This team is part of a larger reform structure that will operate under the overall guidance of the Secretary-General to manage the change process in a coordinated manner across all reform streams. The UN development system transition team will provide strategic direction to the system and will track progress towards the deliverables requested in GA resolution 72/279. To fully draw from the strengths and assets of the system and ensure full ownership of the way ahead, the team will be supported mainly by secondments from entities of the UN development system.

The United Nations Sustainable Development Group (UNSDG) will also have a key role, including in authorizing the proposed policy and procedural changes anticipated in the reform package. The UNSDG's Strategic Results Groups – or dedicated Design Teams – will be convened to address specific components. An Advisory Group for the repositioning of the UN development system involving key members of the Group will serve as a sounding board as we explore the best pathways to reinvigorate the RC system. The UNSDG will continue to benefit from the critical role of DOCO as the Secretariat for all its processes.

At the UN Secretariat, a working group comprising EOSG, UNDP, DOCO and the Department of Management has been established to review, monitor and provide recommendations, in consultation with other relevant offices, on all details of the new RC system – including human resources, procurement, logistics, legal status of RCs, their offices, DOCO and UNDP in its future

role – with an emphasis on ensuring business continuity as the function of RCs is separated from the UNDP Resident Representative.

At the regional level, the regional teams of the UNSDG will continue to meet, convening regional directors of member agencies, funds and programmes and the Regional Economic Commissions. The regional UNSDGs will continue to be chaired by the UNDP regional directors for the region concerned, as per current practice, pending the conclusion of the upcoming review of the UN's regional assets.

To ensure coordination and coherence of both the transition of development reforms and the UNDP transition, regular consultations have been instituted.

RCs, all relevant UN entities – including at the country level – are being consulted on how to shape the way forward.

Throughout this process, the Deputy Secretary-General and the UNDS Transition Team have relied on, and will continue to count on, the feedback by Member States, through regular briefings and consultations in plenary, bilateral and regional group meetings.

#### B. Towards a reinvigorated RC system: individual components of the inception plan

##### Short-term actions: July –December 2018

The following actions need to be undertaken in the coming six months to ensure the new system is operational from 1 January 2019 and that there is no break in operations at the country level.

##### Authorizing environment

RCs and members of their offices currently operate in countries under the UNDP Standard Basic Assistance Agreement (SBAA) or other relevant UN agreement. In light of the separation of the RC system from UNDP on 1 January 2019, the Secretary-General will notify the Member States concerned of the designation of a fully dedicated RC to perform functions under the repositioned UN development system, as endorsed by the General Assembly.

On the basis of this opening letter, the United Nations and the Member State concerned will proceed with an exchange of letters and will agree to apply the existing UNDP SBAA or other relevant agreement, *mutatis mutandis*, to the RC and members of their Office. The communication will further state the understanding of the Organization that, until this exchange of letters has been concluded, the UNDP SBAA or other relevant agreement will apply to the RC and members of their Office. It will also make clear that the SBAA will continue to apply without change to the UNDP Resident Representative.

## Start-up funding and financing arrangements

### Total estimated costs of the new RC system and start-up costs to launch on 1 January 2019

The working assumption in the deliberations around the UNDS repositioning resolution negotiations was that the new, independent RC system model will cost approximately USD290 million annually. These included USD255 million in staffing and operating costs of the RCOs and DOCO – of which over 80% will be invested in enhancing capacities and skillsets at country level and the remaining 15% at regional and global level – as well as a small 'Coordination Fund' to support coordination activities by RCs, costed at USD35 million per annum. The underlying assumptions, staffing and operating costs behind these figures were reflected in 'Explanatory Note #2' issued by the Secretariat in February 2018. A detailed budget calculation office-by-office is under development and will be completed by mid-September 2018. The budget modelling assumes the status quo in terms of a total of 129 RCOs and remains well within overall budget estimates shared in February with Member States.

It is envisaged that the new RC system will reach full capacity in essentially four stages:

- Stage 1 involves staffing-up a minimum capacity in DOCO, both in HQ and the regions to assume management of the RC system from UNDP and begin rolling out the significant changes envisaged under the resolution, by mid November 2018.
- Stage 2 involves ensuring that there are 129 RCs in place, with a minimum staffing complement of two support staff and three national professional staff, by 1 January 2019.

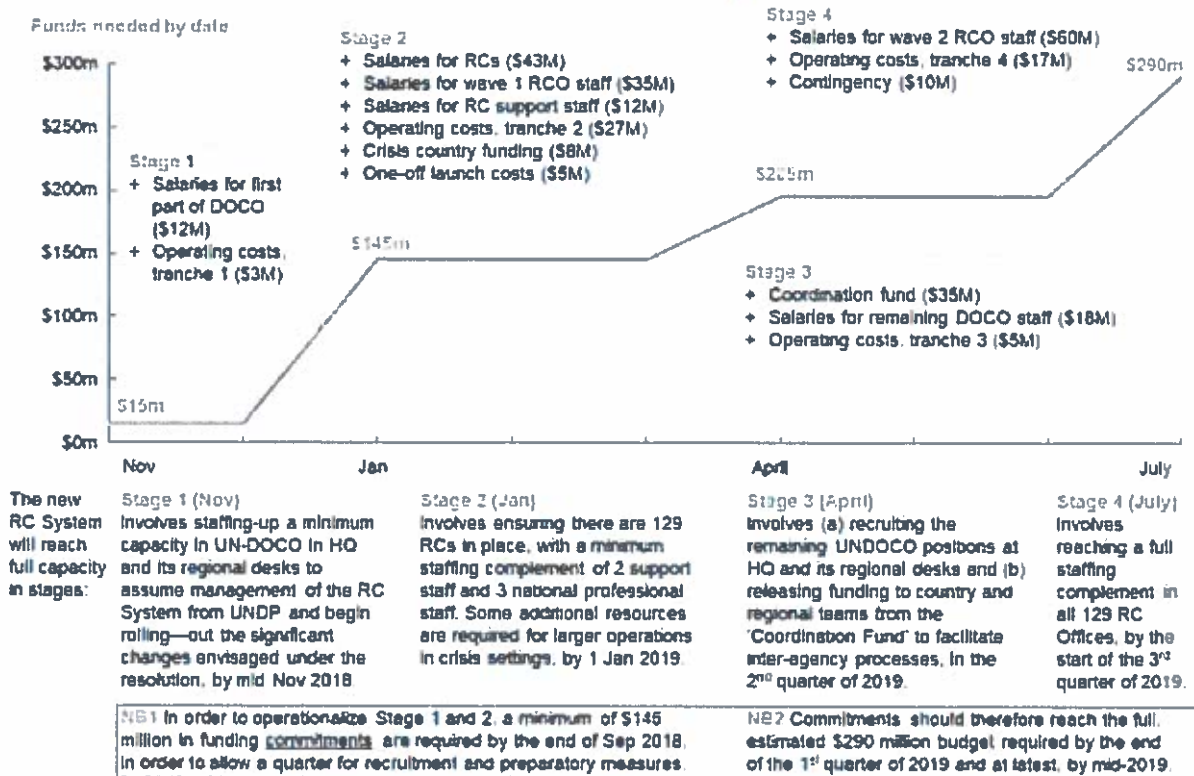
NB1/ Additional resources will be required in specific country contexts and will be deployed accordingly. In countries where RCs are double or triple-hatted, for example, they will be expected to receive integrated support across development, humanitarian and peacebuilding entities to drive an integrated response.

NB2/ In order to operationalize Stage 1 and 2 above, a minimum of USD145 million in funding commitments are required by the end of September 2018, in order to allow three months advance planning for recruitment and other preparatory measures.

- Stage 3 involves (a) recruiting the remaining DOCO positions at HQ and in the regions and (b) releasing funding to country and regional teams from the 'Coordination Fund' to facilitate inter-agency processes, in the second quarter of 2019.
- Stage 4 involves reaching a full staffing complement in all 129 RCOs, by the start of the third quarter of 2019.

NB3/ Commitments should therefore reach the full, estimated USD290 million budget required by the end of the first quarter of 2019, and at latest by mid-2019.

## Staggered funding needs [See Annex for breakdown]



Source: UNDOCO repositioning - Executive Note #1, February 2018  
 1 Assumed to be 20% of total costs necessary to cover operating costs, such as salaries and services costs  
 2 RC travel costs included within the operating costs and are detailed in various stages

### UN Special Purpose Trust Fund

A UN Special Purpose Trust Fund (SPTF) has been established to receive, consolidate, manage and account for all contributions and financial transactions of the reinvigorated RC system. The Fund is housed in the UN Secretariat to be administered by the Office of the Controller in the Department of Management and managed by DOCO. The purpose of the SPTF is to receive funding from different sources and manage transparently and effectively all financial transactions relating to a reinvigorated RC system, in line with GA resolution 72/279. All costs will be directly covered by the resources of the SPTF, without any additional fee.

In reviewing possible mechanisms, the SPTF was retained as the most effective and cost-efficient option, given the non-programmatic nature of the corresponding operations. The SPTF will provide full transparency to all the relevant stakeholders – including donors – on expenditures and the total cost of operations. Contributions to the SPTF will be documented using a Standard Contribution Agreement. The SPTF will need to build up a 4 to 6 months reserve to ensure business continuity from one year to the next. Reporting to donors and other

stakeholders will be done based on the calendar year in US dollars and will be available three months after year-end.

In addition to this standard annual report on the SPTF, all information about contributions and disbursements will be published online in real time. This will commence as soon as the first contribution has been formalized. This will provide visibility through a dedicated website, for Member States and partners to be able to track the status of the SPTF at all times.

Wherever feasible, at least first installments of agency cost-sharing for 2019 will need to be received by the end of 2018, to help cover the salaries and general operating expenses for RCs and RCOs.

#### Sources of financing for the inception phase

Member States decided to support the funding needs of the reinvigorated RC system through a hybrid funding model based on three complementary funding sources: (a) a 1% coordination levy on 'tightly earmarked third-party non-core contributions' to United Nations development-related activities; (b) doubling the current cost-sharing contributions from United Nations development system entities; and (c) voluntary, predictable, multi-year contributions to a dedicated trust fund. These financing elements were set out in the Technical Note on 'Funding the reinvigorated RC system' devised by the co-facilitators of the resolution on the repositioning of the United Nations development system.

#### **[A] 1% coordination levy**

In proposing a hybrid Funding Model, Member States have estimated that a 1% coordination levy could potentially generate approximately USUSD 80 million annually, based on 2016 figures which showed a total of USUSD 7.955 billion in tightly earmarked non-core contributions for development<sup>1</sup>. Once likely exclusions are applied, the potential income from this source may be closer to USD60 million than USD80 million.

The levy will be applied to contributions for UN development-related activities that are tightly earmarked to a single agency, single programme or project. The mandate's focus on "tightly earmarked third-party non-core contributions" implies that the levy will exclude inter-agency development pooled funds, entity-specific thematic funds, local resources (i.e. programme country Government<sup>2</sup> cost-sharing) and South-South cooperation. As the levy relates specifically to UN development-related activities it thus does not apply to humanitarian assistance. UN-UN transfer agreements and similar instruments for transfers between UN entities presumably should also not be charged a levy since the UN organization that has received funding from a donor should already have charged the levy (if applicable). The question of how to treat global vertical funds remains under discussion, however as pooled

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<sup>1</sup> Technical note on the Funding of the RC system, April 2018

<sup>2</sup> Programme country is understood as all countries that are covered by a RC (including those covered from a RC in another country, such as for multi country offices).

funds themselves, vertical funds like the Green Climate Fund or the Global Fund to Fight AIDS, Tuberculosis and Malaria would seem to align with the type of funding promoted by the Resolution and this exclusion may be justified. Finally, based on initial analysis and reflection, the Secretariat recommends that contributions from foundations, civil society and private sector be at least initially excluded, and that the focus of this levy remains on Government contributors. This could be reviewed at a later date. This would imply that the potential amount to be generated by a 1% levy would in fact amount closer to USD60 million rather than USD80 million, based on 2016 data.

The coordination levy is to be collected “at source”. A number of options are possible in implementing this, including charging the levy at the time a contribution agreement is signed between the UN entity and a donor (this would be done by adding a clause in each tightly earmarked non-core contribution agreement stating that, on top of the agreed contribution, a UN coordination levy equivalent to 1% of the total value of the agreement will be paid into the UN SPTF), or alternatively, payment by the donor in one or more installments annually, directly from the donor to the UN SPTF, calculated (by the donor, or by the Secretariat) on the basis of the previous year’s tightly earmarked contributions to UN development related activities. Whichever option is chosen, agencies and entities will likely need to modify their internal instruments and possibly their donor agreements.

The Secretariat encourages Member States which contribute through tightly earmarked non-core contributions to propose a workable model for administering this levy as soon as possible. Depending on the model, this will likely require decisions in the Executive Boards of the UN agencies, funds and programmes concerned. In anticipation, the Secretariat would encourage Member States concerned to consider factoring-in what would have been their 2018 contribution under the levy as part of their contribution to the voluntary funding window.

Further consultations on the levy will be held as part of the Funding Dialogues with Member States, which will unfold until December 2018.

#### **[B] UNSDG membership cost-sharing**

The decision to double the budget accounted through the UNSDG cost-sharing agreement should generate approximately USUSD 77.5 million towards 2019 costs of the RC System<sup>3</sup>. Each entity’s share is calculated through a three-step formula, taking into account an annual base fee, entity staff size and expenditures and share of UNDAFs at the country level. Eleven new entities have been invited to join the UNSDG during 2018 and transitional contributions will be sought from those agencies<sup>4</sup> who accept this invitation, for 2019, whilst the cost-sharing formula is revisited for 2020 onwards. Under these new arrangements in-country fundraising for the RC system will effectively become redundant.

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<sup>3</sup> In 2018, 19 entities are expected to contribute USD38.7 million

<sup>4</sup> Consideration will need to be given vis-a-vis applicability of humanitarian exemptions and/or ‘discounts’

The existing Memorandum of Understandings (MOUs) for UNSDG member entities' contributions towards the cost-sharing arrangement in 2019 will be amended. UNSDG entities will be approached to deposit their 2019 contributions as soon as possible into the UN SPTF in the fourth quarter of 2018, and their full contributions not later than 1 April 2019. A number of entities – specialized agencies in particular – need to seek an increase to their approved biannual budgets (2018-2019) to accommodate the increased cost-sharing requirement.

Most UNSDG members have confirmed their agreement to the proposed cost-sharing decision by the General Assembly, in some cases, subject to ratification by their governing bodies. The UN Secretariat's share of the UNSDG cost sharing arrangement for 2019 – estimated in the range of USD13-USD16 million – will also require approval by the UN budgetary committees as part of their consideration of revised estimates for the programme budget for the biennium 2018-2019.

### **[C] Voluntary contributions**

In the medium term, voluntary contributions are required to close the gap of approximately USD153 million between total projected funding needs of USD290 million, less the revenue from the 1% levy (approximately USD60 million) and the entity cost sharing (approx. USD77 million). In the immediate term, however, while the specific modalities and timelines for the implementation of a levy are defined, the funding gap extends to approximately USD212 million in voluntary contributions.

It is critical for the successful launch of these reforms that voluntary contributions are front-loaded, as the systems and policies required for collection of the 1% levy may take some time to get up and running.

For example, the recruitment of a first cohort of DOCO staff and the establishment of 129 RC posts under the Secretariat need to take place in the fourth quarter of 2018.

#### **The RC Coordination Fund**

As foreshadowed above, USD35 million will be required annually for the Coordination Fund in support of system-wide coordination activities on the ground for the implementation of UNDAF.

The Coordination Fund will be managed by DOCO and will serve to catalyze and incentivize system-wide efforts in support of priority initiatives in different country and regional settings. This is essential to provide seed funding to critical joint initiatives such as the development of the UNDAF, joint assessment and analyses, joint data, joint program development, joint planning and innovation, the systematic monitoring and reporting on the progress of UNDAF outcomes along with mid-term and end of cycle UNDAF evaluations, UNDAF country results reports, as well as convening and facilitation of national government-UN steering committees, communications and advocacy. Distribution of these funds will be adjusted to the needs of specific operations, at which point they find themselves in the UNDAF cycle, and so forth.



The Coordination Fund will be managed in an integrated fashion with the resources for the RC system, under the UN SPTF. All reporting and management for these funds will be fully merged.

The resources under the Special Purpose Trust Fund will be dedicated to the functioning of the RC system – RCs, RCOs, DOCO, the UNSDG and its subsidiary bodies and the mechanisms and processes that are integral to the UN development system. The funds under the UN SPTF will be administered primarily by the Secretariat, on salaries and operating costs. The UN SPTF will be dedicated to operationalizing the system-wide vision introduced under the resolution.

The Joint Agenda 2030 Fund is a complementary financing instrument, with explicit programmatic ambitions connected to the SDGs. The funds of the 2030 Fund will be managed by a wide range of UN organizations depending on the project or programme. It will be governed by a policy and programming results framework. The 2030 Fund is a critical complement to the ambition of a more joined-up UN development system at the country level and empowered RCs but is best managed under separate financial and governance arrangements.

#### Member State budgetary oversight

The Department of Management (DM) has submitted a staffing table of new posts for the RC system and DOCO to the General Assembly Advisory Committee on Administrative and Budgetary Questions (ACABQ) in late August 2018. It will also submit a Revised Estimates Report for consideration by the ACABQ and the Fifth Committee, at their sessions in the fall of the 73rd session of the General Assembly. The Report will set out the full budget for the reinvigorated RC system for 2019, including resources, the Results Based Budgeting framework, information on the staffing and an organization chart. Against this backdrop, the Revised Estimates Report will request the General Assembly to approve the UN Secretariat share of UNSDG cost sharing arrangement to be charged against the new section of the regular budget, for 2019.

The changes mandated by GA resolution 72/279 will only take place once the funding for the start-up costs and the running costs for 2019 are secured.

A new cost sharing formula, for the 2020-2021 biennium and onwards, will have to be presented to ACABQ, the Fifth Committee and the respective governing bodies of UNSDG member entities by March 2019.

#### Human Resources transition issues

The following sets out the urgent actions required to operationalize the decisions to transfer the RC system to the UN Secretariat by 1 January 2019, along with key planning and timing assumptions. Posts at D1 and above will be submitted to the ACABQ for approval by early September 2018.

### Transition of the Development Coordination Office (DOCO)

DOCO is currently housed and administered by UNDP. Following the resolution, DOCO will be transferred to the Secretariat, as a stand-alone coordination office, and its role will be strengthened to ensure that the UN is more effective, accountable and coordinated in supporting the 2030 Agenda. The new DOCO will be established through a Secretary General Bulletin (SGB), based on the GA resolution.

The transition of DOCO is being managed in three stages:

- Relocation of 27 existing DOCO HQ staff, as an 'Advance Team', moved under Secretariat oversight. The staff are already in place. Reserve funds already available with DOCO are sufficient to cover this Advance Team until 30 June 2019. A Non-Reimbursable Loan agreement will be signed by 1 November between UNDP and the UN Secretariat for the reassignment of these staff.
- New recruitments will commence with an initial 43 posts to be advertised by the Secretariat. This will include 32 posts at DOCO HQ and 11 posts for DOCO's five regional desks. Recruitment processes will follow Secretariat-standards with inclusion of UNSDG agency staff in the selection process. Staff in the DOCO 'Advance Team' will be able to apply. These posts will be filled by end-November 2018 to support the upcoming transition.
- DOCO's regional desks will remain in their current locations in Addis Ababa, Panama City, Amman, Bangkok and Istanbul. DOCO's regional desk staff will work under the joint oversight of DOCO HQ and the chair of the regional UNDG.
- Continued recruitment for the remaining DOCO posts will take place in January 2019. The timing and placement of these recruitments will also depend on total resources available for the new RC system, with priority to be given to staffing the RCOs at the country level.

By end-June 2019, the DOCO 'Advance Team' will have completed their transition assignments and all new DOCO staff – at HQ and in the regions – will be on Secretariat contracts.

### Transition of Resident Coordinators

The current cohort of 129 RCs are all presently on UNDP contracts and serve concurrently as UNDP Resident Representative. All 129 RCs will receive Secretariat contracts by 1 January 2019. Of the 129 RCs, 59% are UNDP staff and the remainder are on secondment to UNDP from another UN entity, including the Secretariat. The Secretary General has informed sitting RCs of his intention to re-designate them effective 1 January 2019 if they choose to remain RCs. Following the establishment of the RC posts by ACABQ (all of which are at the D1 level or above) the following are key short-term milestones to transitioning the RCs:

- All incumbent RCs expected to remain in their current post beyond January 2019 have been invited to indicate whether they intend to remain as RCs or not
- The Secretary-General will re-designate these incumbent RCs to the host Government, under the new arrangements effective 1 January 2019, with request to Governments for their consent

- Secretariat will sign block staff secondment agreements with home-agencies of the existing RC cohort
- Letters of appointment will be issued by the UN Secretariat effective 1 January 2019. These RCs will continue to be administered by UNDP in 2019, on behalf of the Secretariat (for payroll, etc.). They will be fully administered by the Secretariat from 2020.
- A RC appointment round is anticipated in the 4<sup>th</sup> quarter of 2018, to accommodate natural vacancies and any early vacancies created by RCs opting-out of the RC function.

#### Transition of RC Office staff

RC's Offices (RCOs) are staffed through a wide range of funding sources and are responsible for a range of coordination functions and substantive roles. All RCOs capacities will be reviewed starting from September 2018. From 1 January 2019, a minimum capacity of RCO staff fulfilling core coordination functions as envisaged under GA resolution 72/279 will be funded by the UN SPTF. RCOs will continue to be administered by UNDP in 2019 under the terms of a Service Level Agreement between UNDP and the Secretariat. RCO staff are expected to transition to Secretariat contracts by 1 January 2020 after a comprehensive review of all RCOs and a change management process. Building on existing best practices and to ensure operational flexibility, local contracts in 2019 will continue to be managed by UNDP on a fee-for-service basis. All RCO staff will transition to Secretariat contracts by 1 January 2020 after a comprehensive review of all RCOs and a job matching process.

Any RCOs that do not have a 'minimum' staffing complement of at least two support staff and three substantive staff currently, will undertake recruitment processes already in the 4<sup>th</sup> quarter of 2018 to close the gap. It is critical that instructions for arrangements and budgets for the first quarter of 2019 are communicated to RCOs by the start of the fourth quarter of 2018.

As anticipated in the Secretary General's report of December 2017 (A/72/684-E/2018/7, para 66), there will also be an integration of the country offices of the UN information centres with RCOs. In some 50 locations, work will begin to integrate field staff of the Department of Public Information (DPI) into RCOs. Where DPI staff are available, they will also serve as the information/communications focal point in the RCO. An inventory of specific country situations is underway in order to develop a transition plan to introduce these changes.

#### Interim human resources (HR) arrangements

It is essential that the momentum of the UN development operations is not lost during this transition period. The pipeline of RC candidates needs to be maintained. An assessment Centre will take place in October/November 2018 to keep building the candidate pool. Additional RC nominations will take place in the fourth quarter of 2018.

## Operational transition

### DOCO HQ transition – premises and assets

The DOCO team will remain on its current premises to minimize disruption during transition. Rent for the current DOCO space has been confirmed to be paid through DOCO extra-budgetary funding till 30 June 2019. Alternative office space and related requirements for DOCO can be provided as early as the second quarter of 2019. All property will be transferred to the UN Secretariat effective 1 January 2019.

### RCs, RCOs and DOCO regional offices transition – premises, assets and services

In the field, the intention is for RCs and their offices to remain in the same premises as UNDP which will, in turn, increasingly be shared/co-located with other entities. Rental and related costs will be managed by UNDP on behalf of the Secretariat and covered under an SLA. Any agreements for other services will be incorporated into the SLAs or transitioned via other appropriate action.

Approximately 25 regional DOCO staff will be placed in Addis Ababa, Bangkok, Panama City, Amman and Istanbul – where regional UNSDG teams are currently located. The default setting will be to co-locate regional DOCO staff in Regional Economic Commissions. Where no local REC office is available, the team will co-locate at the UNDP premises. Their premises will be covered under SLAs with the lead entity.

### Transitioning to Secretariat systems - Umoja and ICT systems

The migration of UNDP-administered personnel is being planned according to standard procedures in line with Umoja requirements, which have been tested in other similar transition initiatives.

The information and communication technology (ICT) services for DOCO will be provided out of the nearest UN Secretariat Regional Technology Center. Because some RCOs operate in locations where there is no UN Secretariat presence, continued support from UNDP – via the SLA – may be provided based on a combination of cost/benefit/risk assessment.

### Reporting lines RC/Secretary-General and role of DOCO

From 1 January 2019, RCs will report to the Secretary-General through a system managed by DOCO. Management and oversight of day-to-day activities of RCs will be carried out by the DOCO Director, under the collective ownership and with inputs by members of the UNSDG. DOCO, as a stand-alone coordination office within the Secretariat, will report to the Deputy Secretary-General, as Chair of the Group.

Annual performance planning and appraisal of RCs will be managed through a combination of (1) individual performance plans between the RCs and the Secretary General or his delegate

using the UN Secretariat's Inspira platform; and (2) a collective UNCT Assessment for Results and Competencies (ARC) which will be revised in light of the anticipated changes to the Management and Accountability Framework (MAF). Feedback received from host governments regarding the RC/UNCT results in support of the 2030 Agenda, as captured in the UNDAF, will be critical inputs to this process.

Annual performance reviews of RCs will continue to take place at a meeting of regional directors under the auspices of the regional UNSDGs. These sessions will be chaired by the Director of DOCO. Additional staff to support RC system leadership and the expanded regional desks of DOCO (outposted to regions) is being anticipated under the new DOCO organigram.

As indicated in the Secretary General's report of December 2017 on the repositioning of the UN development system, RCs will continue to be double-hatted as Humanitarian Coordinators (HC), and triple-hatted as Deputy Special Representatives of the Secretary-General (DSRSG), in relevant contexts. This implementation plan, as requested by GA resolution 72/279, focuses specifically on the role of RCs, and the supporting infrastructure and associated mechanisms and processes to support operational activities for development. The functions of HCs and DSRSGs are not addressed explicitly in this document and will continue to follow current accountability-lines – namely, from HCs to the Emergency Relief Coordinator, and DSRSGs to Special Representatives of the Secretary-General in integrated mission contexts. RCs who serve as Designated Officials for Security will also continue to report to the Under-Secretary-General of the Department for Safety and Security.

#### Reporting at the field level

The RC's primary line of accountability and reporting remains at the country level, in relation to the collective UNCT results in support of national SDG priorities and needs. In this regard, there will be a mandatory reporting from UNCTs to host governments, through the RCs, on the performance and results of the UN's collective support to the SDGs in-country, as reflected in the UNDAF.

A matrixed, dual reporting model for UNCT members will also be introduced, accompanied by a strengthened performance appraisal system to strengthen mutual accountability. This is to ensure that UNCT members are not only accountable to their respective HQs, but also to RCs in terms of their contribution to UNDAF results and their support to the 2030 Agenda.

In transitioning to this dual reporting mechanism, a minimum set of authorities of RCs will be institutionalized in line with GA resolution 72/279. These authorities will be reflected in the UNSDG Management and Accountability System, to be renamed as the Management and Accountability Framework. The current version is dated 2008 and reflects an institutional set-up whereby RCs were also UNDP Resident Representatives. An interim revised MAF will be submitted to a full UNSDG meeting for sign-off in November 2018.

Key elements of the framework will also be introduced into the collective UNCT Assessment for Results and Competencies (ARC) tool. In the immediate term, pending changes to the MAF and

ARC, all agencies with a defined role in the UNDAF will be required to introduce a UNCT related performance indicator into their corporate planning and appraisal mechanisms for their agency representatives.

The dual accountability of UNCT members will also be underpinned by a stronger dispute resolution mechanism and will be reinforced through the direct accountability of Principals to the Secretary-General, in respective Compacts and performance appraisals.

#### Recalibrating functions/relations

In calling for a new generation of UNCTs and reinvigorated role for the RC system, the reforms ushered-in by GA resolution 72/279 will clearly have implications for relationships and roles on the ground.

Firstly, the relationship between RC and UNCT members will be reviewed and any changes will be reflected in the updated Management and Accountability Framework, which is addressed under a separate heading in this implementation plan.

Secondly, the relationships between the UNCT and the Government will also need some adjustment. Governments will continue to liaise directly with whichever part of the UN it so wish and agencies will continue to interact with their counterparts as they always have, to ensure adequate support to related priorities. Nevertheless, the call for strengthening of integrated policy advice, collective action and collective reporting embedded in the GA resolution 72/279 implies at minimum more formal, regular, collective interaction with host Governments lead by RCs on the UN side. Some new global protocols may also be desirable to guide communication with Heads of State/Government, and the relevant coordination Ministries in particular, to ensure coordination and information flow. The newly-empowered RCs can be expected to introduce some new systems to this end in furtherance of the UNDAF and implementation of the 2030 Agenda. They will need to do so with sensitivity, so as not to obstruct ongoing implementation efforts across the UNCT.

Thirdly, the relationships between the UNCT and donors will also be adjusted to align to the vision contained in GA resolution 72/279. An empowered RC and a UNCT working on more joint programming, more collective analysis and planning, encouraging less tightly-earmarked cost-sharing and promoting pooled funds, implies new dynamics between UNCT and the donor community locally, especially with regard to collective action around the SDGs and outputs identified in the UNDAF. Fund-raising outside the UNDAF is expected to reduce, transaction costs to lower and business efficiencies to increase with more common premises and back offices. Donors and national partners will also judge these reforms as to whether, inter alia, UNCT fundraising efforts at the local level are more coordinated, less duplicative and less competitive. The RC role in promoting, accelerating and coordinating local fundraising is thus expected to increase.

Fourth, the changes in the relationship between the UNDP Resident Representative and the RC, and between UNDP and RCO will also be significant. RCs and RCOs will continue to be –

deliberately – housed in UNDP premises. UNDP will continue to play an ‘integrator function’ to deliver UNDAF outcomes, in support of RC efforts to deliver a coherent UN development system response. Some global SOPs between the UNDP Resident Representative, RC, RCO and UNDP Country Office may be required to guide roles and expectations, at least for the transition phase; these can build on the existing successful precedent where the RC role was fully separate from the Resident Representative role and the RCO fully separate from UNDP.

#### Redesigned UNDAFs

GA resolution 72/279 defines the UNDAF as the most important instrument for the planning and implementation of UN development activities at the country level in support of the implementation of the 2030 Agenda. As is current practice, UNDAFs will continue to be prepared and finalized in full consultation and agreement with national governments and with inputs by other relevant stakeholders. UNDAFs should reflect the UN system’s collective response in support of a country’s SDG priorities and needs, as articulated through their national priorities and plans and in accordance with international norms and standards. They are to serve as the basis for configuring a needs-based, tailored UN country presence, in dialogue with the government and informed by national priorities and UN norms and standards. In support of a repositioned UNDAF, RCs are to be empowered to ensure alignment of both agency programmes and inter-agency pooled funding with the UNDAFs.

A redesigned UNDAF is expected to serve multiple purposes: a vehicle for accountability to national institutions on the collective delivery of support to the 2030 Agenda; a partnership framework; a vehicle for channeling funding for UN-supported activities; an instrument for leveraging financing and investments in SDGs; and an enabler for the UN to be more responsive and effective by framing its strategic contributions to the SDGs, reflecting stronger integrated approaches across the 2030 Agenda and its environmental, economic and social dimensions. The new UNDAFs are to be underpinned by a robust Common Country Analysis.

The ambition of a redesigned UNDAF will be realized by delivering on the following mutually reinforcing workstreams: roll out of the independent and empowered RC system; update of the 2017 UNDAF guidance; establishing new mutual accountabilities for UNDAF results; strengthening UNDAF monitoring and evaluation; enhancing support to SDG data at country level; instituting mechanisms for UN country presence; introducing regional dimensions to UNDAFs; and developing and rolling out standard operating procedures for the redesigned UNDAFs.

Work on the new UNDAF guidance will be overseen by the UNSDG Core Group and will be completed by March 2019.

#### Review RC profile

RCs must be deeply knowledgeable development professionals. They require in-depth understanding of the conceptual shift that underpins the 2030 Agenda, ability to draw from the expertise and assets of the entire UN system and its partners, and collaborative leadership

capabilities to guide the UN Country Teams to address national development priorities and needs. When the country context so requires, RCs will also need to possess skills and competence to ensure operational coherence and synergies in development, humanitarian and peacebuilding action, according to the country context.

To ensure that the profile of RCs rises to the needs of the new development agenda and today's overall development landscape, the Secretary-General will work with the UNSDG to review RC profiles and ensure that designated RCs possess the necessary knowledge for the 2030 Agenda (formal SDG knowledge certification) and experience required by the country context. This is critical for RCs to operate in full alignment with national needs and priorities and leverage the mandates of the entire system to ensure coherent delivery on the 2030 Agenda. The Secretary-General will also launch an enhanced leadership development and learning package for both RCs and UNCTs. This will be done across critical areas of leadership thinking and systems mindsets, performance, advocacy and communication on sustainable development, expertise on SDGs formal process of certification, emerging issues and deeper country-specific knowledge.

#### Medium/longer-term: January 2019 - onwards

The following section identifies key processes and actions that will be required in 2019 to consolidate the changes introduced in late 2018 and early 2019 for a truly reinvigorated RC system.

##### Review RC talent attraction and selection processes

Refining the RC selection process will be key to ensure gender parity and geographic balance, as well as attracting the best and brightest development professionals to lead UNCTs and work in collaboration with governments.

The RC selection process is already among the most rigorous in the UN system. It entails UNDS entities nominating candidates to an independent assessment, entity nomination of highly-qualified candidates from those who have passed the assessment, review and recommendations through an inter-agency review, culminating in nominations by the Secretary-General.

Moving forward, the existing independent, merit-based RC assessment will be maintained, while steps will be taken to increase access to this assessment by the highest caliber of external candidates. RCs will also continue to be selected and appointed by the Secretary-General given their role of international civil servants; yet host governments will play key roles in this process, including by providing an upfront read-out of current country context and priorities, as captured in the UNDAF; and in providing consent ahead of formal designation of respective RC by the Secretary-General.

Further efforts will be made to ensure gender parity and geographic balance among RCs. Currently, we have achieved full gender parity among RCs, but women still represent only 35%



of the pool of candidates. With 42% RCs from the South, dedicated efforts will be needed to foster greater geographic balance. This will be achieved through the development of a DOCO-managed interagency leadership talent pool across the UN system, among other measures. Steps will also be taken to improve inter-agency mobility and ensure that it is adequately incentivized to strengthen the RC pipeline.

#### Revised Management and Accountability Framework

Adopted by the UNDG in 2008, the Management and Accountability System (MAS) of the UN Development and RC system provides the governance and accountability framework for the RC system.

The adoption of GA resolution 72/279 affects important aspects of the MAS. At the global and level, it endorses the transformation of DOCO into a standalone coordination office. At the country level, it establishes the creation of a dedicated, independent, impartial and empowered coordination function for the UN development system by separating the functions of the RC from those of the UNDP Resident Representative. These changes in the RC system mandated in the GA resolution call for a new UNSDG MAF to be developed for a reinvigorated RC system.

Work on the new MAF will operationalize the new RC system mandates by outlining roles and responsibilities for the management and oversight of the RC system, as well as the contributions and accountabilities of UNSDG member entities at the global, regional and country level.

Developing the MAF for the new RC system will involve:

1. Identifying which parts of the 2008 MAS remain valid and incorporating them into the new MAF.
2. Defining new roles, responsibilities, accountabilities and mechanisms (at the country, regional and global level) defined in the GA resolution 72/279 that need to be operationalized.
3. Defining how these will be operationalized, with clear means of implementation and timelines.
4. Establishing a monitoring and review framework to ensure effective implementation and reporting to Member States.

Work on the new MAF will be led by the UNDS Transition Team, with support from a small inter-agency team and DOCO, under direct oversight of the UNSDG Core Group and with overall guidance from the Chair of the UNSDG. This approach will ensure strong ownership by the UNSDG, as many of these will have to be adopted by the governing bodies of entities of the UNSDG. In addition to this team, a small reference group will be established with RCs, UNCT heads of agency and regional UNSDG teams to ensure that proposals for the MAF are grounded on the needs and realities faced by UN development system field leaders.

Work on the new MAF will take place during the third quarter of 2018, with the aim of submitting a preliminary framework to the UNSDG in November 2018 to come into effect in January 1st, 2019. A second round of revisions will be undertaken during the course of 2019, to consolidate the changes and new landscape.

#### New RC knowledge and capabilities

In ensuring that all RCs are strong development professionals fully knowledgeable of the integrated SDG framework and its implications including its normative content, a SDG Knowledge Certification programme is in the works and will become mandatory for all RCs and RC pool members starting in the second half of 2019. The completion of the certification process will become a pre-requisite to be nominated as candidate for the independent RC assessment. The center responsible for the RC assessment will also incorporate a sustainable development focus in the selection of candidates for the RC assessment. The SDG Knowledge Certification will be extended to the heads of all UNCT members, as well.

In addition, other leadership and learning initiatives to strengthen RCs' knowledge, skills and capabilities in the realm of the 2030 Agenda will be launched over the course of this year and next. This will include, for first time RCs, initiatives to advance women's leadership and instituting a cultural change in the system; a coaching programme for RC mentoring by former UN officials; and a possible global leadership programme for RCs to exchange ideas and innovations. A Learning Advisory Council on RC System Leadership Capabilities, chaired by the DOCO Director, will also be launched between November and December this year to bring together relevant UN entities such as the UN Staff College, UNITAR and others along with thought leaders beyond the UN to establish coherence and consistency across the UN development system on learning approaches and offerings, and capture cutting-edge knowledge. New RCs will also undertake familiarization visits to Regional Economic Commissions to improve understanding of the regional assets that can be used to the advantage of the UNCT.

#### Implications for the RC system of new regional & multi-country office arrangements *(following regional and MCO review process)*

Whilst the Secretariat proceeds with implementing the reinvigorated RC System as mandated by GA resolution 72/279, a number of important and related processes are also being undertaken, in parallel, that may have implications for the structure and functions of RCs and UNCTs at the country level.

Firstly, the resolution called for a review of the configuration, capacity, resource needs, role and development services of multi-country offices (MCOs). This review will take place between September and December 2018. The review, which will be conducted as an independent exercise and overseen by the UNDS Transition Team, and will, inter alia, provide recommendations for optimizing and re-configuring existing MCOs and their resources as well as address options for the re-configuration of UN entities' business model for multi-country coverage. The review will also assess the possibility of, and need for, new MCO arrangements in other locations beyond

the existing ones that typically involving SIDS. As the conclusions of this process become available in the first quarter of 2019, some planning assumptions reflected in this implementation plan may need to be revisited.

Secondly, whilst work continues on the initial 'optimization phase', the resolution also sought options, on a region-by-region basis, for longer-term reprofiling and restructuring of regional assets. This review, which will in part be guided by the need to better harness regional assets for better results at both regional and country levels, may have implications for country-level configurations, in-country relationships, lines of communication, planning and reporting instruments, business processes and much more. The regional review may also have consequences for regional and/or sub-regional architecture of the UN system. When the conclusions of this process become available, towards mid-2019 to be presented to the May 2019 ECOSOC Operational Activities Segment, some additional planning assumptions may also need to be revisited.

Thirdly, the ongoing review of the UN Department of Economic and Social Affairs (DESA) is also related to the repositioning of the UN development system, even though it is guided by a separate resolution (A/RES/70/299). The Secretary-General will provide an update to Member States on the further alignment of its work with the Agenda as requested by UNDS resolution 72/279.

Finally, it will be critical to ensure coherent outcomes in these two interlinked processes and synergies between the roles and expectations of the various UN development system entities working in support of the SDGs at the different levels.

Other related workstreams around the Funding Compact, the preparation of a System Wide Strategic Document, and much more, have some bearing on the practical dimensions of introducing a new generation of UNCTs and the reinvigorated role for the RC system. Simultaneously, reforms expected under the Management and Peace and Security reform streams may also impact on the RC system and on overall transformations of the UN development system. Therefore, some elements in this plan remain "as is", i.e. as per current practice, pending findings of parallel processes and other elements may need to be revisited, accordingly.

#### Reporting and representation models

Currently, there is no systematic approach to determining UN country presence to ensure that the right mix of capacities and expertise is available to host governments and other national partners and stakeholders, to meet the country's national priorities and needs. There is also limited dedicated capacity in RCOs in support of the specific requirements of the 2030 Agenda.

The UNSDG, in line with GA resolution 72/279, will define a process and appropriate criteria to allow for UN country teams, in consultation with each concerned Member State, to define on a country-by-country basis the ideal presence and composition of UNCTs. Realizing the vision for a new generation of UNCTs will require identifying the right combination of capacities and

expertise to respond to priorities and needs and priorities in each country, as defined in respective UNDAFs and in accordance with the principles of the Charter of the UN and UN norms and standards (GA resolution 72/279, OP 3). In some cases, presence and capacities could be ensured through joint representation agreements with other UNCT members, co-location with other larger entities, as well as hosting arrangements and secondments in RCOs.

#### A long-term sustainable funding model for the RC system

A review of the functioning of the RC system, including its funding arrangements, is expected to be submitted for consideration of the General Assembly before the end of its 75<sup>th</sup> session. This will allow Member States to have a full and transparent assessment of the system, to ensure that the new RC system arrangements are fit to serve the requirements of the 2030 Agenda, as well as to ensure the predictability and sustainability of funding allowing the RC system. The review will be critical in ensuring that, moving forward, the RC system will be able to count on the quantity and quality of resources it requires.

The Secretariat is not in a position to anticipate these recommendations at this early stage in planning however a number of elements that require closer investigation are already clear. These relate to (a) efficiency gains and (b) a revised cost-sharing formula.

#### Efficiency gains

The UN development system will continue to strive towards the achievement of efficiency gains. These have been projected at around USD 310 million a year by 2022, through savings that could emerge from following-through on common business operations/common back-offices, common premises, the merger of UN Information Centres with RCOs, and the implementation of the overall provisions for a new generation of UNCTs. Efficiency gains will mostly ramp up over time and will not be available in the short term. Some of the efficiency gains will also offer only one-time savings and may entail potential costs. Potential challenges will also be faced vis-a-vis gains that are not cashable or transferable for other uses, particularly when working with earmarked funding.

The UNSDG's Business Innovations Group has initiated a multi-pronged strategy, comprising (1) consolidation of location-independent business operations into global service providers; (2) an improved Business Operations Strategy (BOS); and (3) increasing common premises, to reach the ultimate goal of consolidated back offices at the country level, pilots for which will be launched in early 2019.

The work around common business operations and common premises is aimed at more than just generating savings. It aims to promote more common cost-efficient, effective and quality services that ultimately ensure better support to those we serve. Additional considerations/metrics will also have to feature in the efficiency-equation, such as appropriateness of service and speed of delivery. Secondly, efficiency gains can be expressed both in terms of hard cost savings (i.e. by reducing duplication and headcount), as well as cost

avoidance (i.e. by diverting freed up time to other high value work that would otherwise have required additional resources and costs).

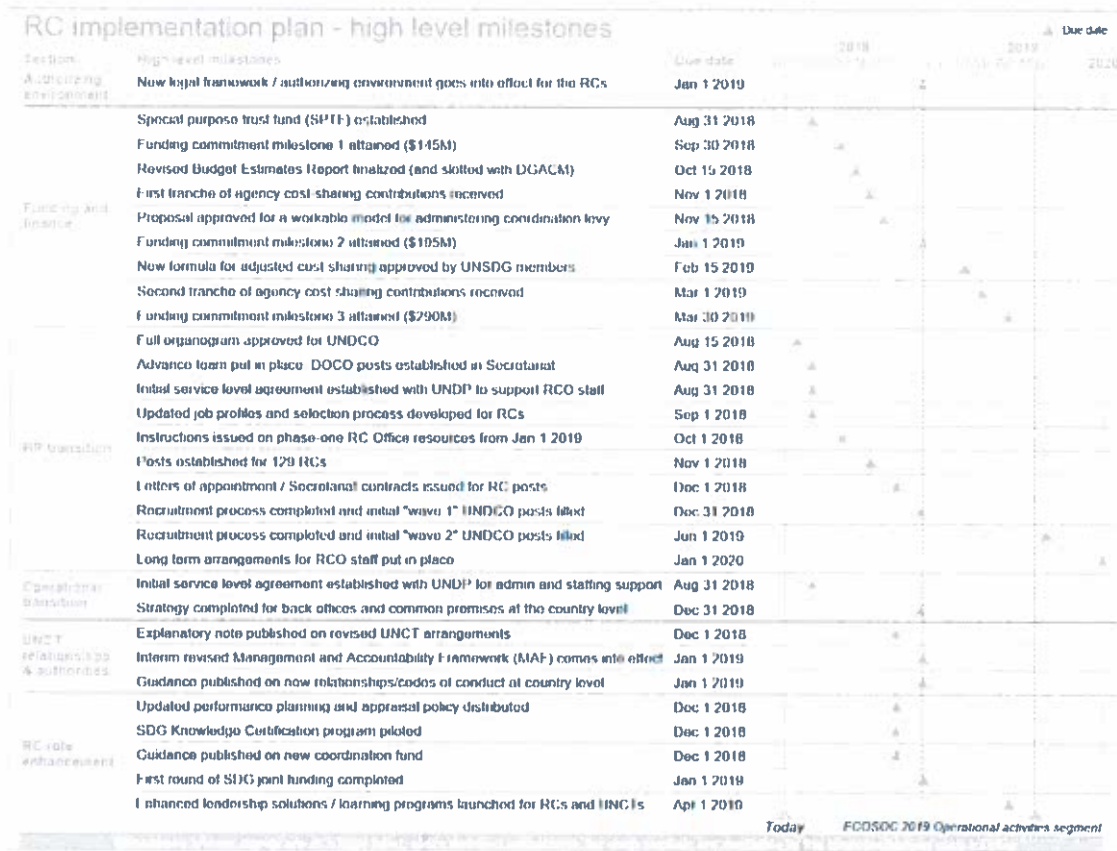
**Agency cost-sharing**

The UNSDG cost-sharing agreement formula will need to be updated, to reflect the composition of the newly structured UNSDG. These discussions will be informed by (i) the findings and recommendations of an independent review of the cost-sharing arrangement carried out in 2017, (ii) the need to adjust the formula based on updated agency statistics. The current formula is still based on entity statistics of 2012-2013, which are no longer an accurate reflection of today’s UN development system; and (iii) the inclusion of new members of the UNSDG.

While ensuring that humanitarian mandates remain exempted, the adjusted formula will need to accommodate some or all of the 11 UN entities, which have been invited to join the UNSDG in 2018.

DOCO will prepare a proposal for an adjusted UNSDG cost-sharing formula for decision by UNSDG members in time for the 2020-2021 biennium.

**C. Sequencing and timelines**



#### D. Risk management

##### Key operational risks, and mitigating measures

Instituting the inception measures anticipated by GA resolution 72/289, carries a number of risks that need to be recognized and where possible, mitigated. Key risks include the following:

- **Financing risks** – The roll-out of this inception plan depends on a rapid buildup of the necessary funding, in advance of key deadlines. For example, the funding for the 129 RC posts needs to be available sufficiently in advance that the 129 posts can be created, cleared by ACABQ, designations by the Secretary-General and appointment letters issued in advance of 1 January 2019. The Secretary-General has personally engaged in drawing Member States' attention to this funding imperative. Key 'decision points' in the roll-out of this plan have been identified in order that all Member States are aware. Coordination within Member States will also be important to ensure that a quick resolution is found to any approach questions vis-a-vis the 1% levy administration, or the alignment of specialized agencies to the doubling of cost-sharing decision.
- **Staff anxieties/loss of talent** – the resolution requires a major restructuring of administration and finance arrangements affecting upwards of 1,000 existing staff, transfer to new institutional homes. Mitigation measures include: ensuring a stable financing base for at least the short term; clear, regular and open communications to staff; reskilling existing staff; engaging staff at all levels and in field and HQ on ideas and design of new system.
- **Disruptions to operations** – the reforms speak to the work of the UN's operational system for development, i.e. close to USD30 billion in operations. Leadership of these operations requires continuity. Mitigation measures include: clear advance planning, with critical decision dates and contingency plans, and financial stability to enable measures to be taken in advance.
- **Institutional capacity constraints** – when unpacked into their constituent parts, these reforms require a host of individual corporate decisions relating to new policies and approaches, from a revised UNDAF to administering a new levy to potential reconfiguration of regional assets (to name a few). Each of these require internal deliberations and then active participation in collective decision making, often on very short timelines. This will challenge the 'bandwidth' of even the largest members of the UNSDG. Mitigation measures include: advance planning, prioritization of issues, dedicated staffing resources for transition planning and implementation.
- **Sequencing challenges** – the reform package contains many inter-related initiatives. The MAF for UNCTs, for example, is intimately linked to the UNDAF which in turn may be linked to some of the elements contained the new System-Wide Strategic Document and/or the Funding Compact. Multiple elements of change are under review in parallel, on different time-scales posing challenges to getting the sequencing of these reforms right. Mitigation measures include a high degree of coordination and openness between all task managers within the UN development system reform but also across the other reform streams and

anticipating implications of different scenarios in one field as a consequence of changes made in another.

- **Loss of momentum** – the changes introduced by GA resolution 72/279 are fairly dramatic by most measures and involve a large cross section of organizations, thousands of staff and cooperation across all Member States, the Secretariat and beyond. Unanticipated developments, institutional inertia, competing priorities, legitimate disagreement over strategy and many other factors will emerge to challenge the pace and breadth of the reforms. A strong communication strategy, predictable funding, clear and supportive guidance to field staff and dedicated transition teams will assist in overcoming these inevitable brakes on momentum. Most important, however, will be results and impact – early wins, reaching important benchmarks on the way to something much bigger, and celebrating and communicating these way points will be critical.

### **E. Consultation and communication**

The importance of an open, proactive and effective strategy for consultation and communication on the reinvigorated RC system cannot be over-emphasized.

The transition team is therefore setting up dedicated capacities for outreach and communications, and will work collaboratively with DPI and communication units of other UN entities to devise and implement a communication strategy articulated around four key objectives: (i) ensure full transparency for internal and external stakeholders; (ii) engage the UN system's expertise and experience; (iii) ensure that the new system meets the expectations of Member States and country-level partners; and (iv) sustain the existing momentum for transformational change.

The strategy will have two pillars: (i) comprehensive and regular consultations with Member States, the UN development system and other stakeholders; and (ii) regular, transparent and targeted communication on progress and results in establishing a reinvigorated RC system.

**Comprehensive and regular consultation.** A truly participatory process will be required to identify and incorporate the right expertise to enhance the RC system and to ensure a smooth transition. The open and transparent methodology adopted so far – leading up to the GA resolution 72/279 – will continue to mark the process as the implementation unfolds.

The Deputy Secretary-General will ensure continued informal engagement with Member States on behalf of the Secretary-General, to share updates and seek inputs on the implementation of a reinvigorated RC system, complementing relevant intergovernmental processes at the General Assembly and the ECOSOC.

Communicating and engaging with stakeholders beyond Governments and donors is also an integral part of the 2030 Agenda. As such, measures will be taken to ensure a wide range of development actors are consulted on and kept informed of progress in these reforms. To facilitate internal consultations, the UNSDG has created an Advisory Group to serve as a sounding board for the repositioning process. Weekly calls will continue to be held with UNSDG Sherpas, to ensure ownership at all levels. The UNSDG, more broadly, will remain a leading

force in providing input into the transition process and generating relevant guidance and policy support to UNCTs.

The transition team will also hold regular teleconferences with RCs and members of UNCTs to take stock of progress on the ground and systematically integrate their expertise and inputs. Targeted consultations will also be held with other stakeholders to gather perspectives and expertise on specific issues – such as partnerships and financing for development – and to ensure ownership and support beyond the UN.

**Regular communications of progress and results.** To ensure the greatest level of transparency, the UNDS Transition Team is developing a set of communication products to ensure that all stakeholders are able to connect in real time on the progress of the implementation process, results achieved and early successes. This will help to increase awareness, build excitement, foster mobilization within the system and enable a multi-stakeholder dialogue on the impact of the reinvigorated RC system.

Given that the new RC system is only one component of the overall repositioning process, communication efforts will seek to emphasize the interdependences amongst initiatives, and interlinkages with the reforms of Management and Peace and Security. The recently appointed Senior Advisor on reforms will play a key role in this regard. A website with updated information in real time on all reform streams where possible, is also being developed and will be operational in the coming weeks.

#### F. Conclusion and next steps

##### Reporting to ECOSOC and Member States

The Secretary-General is determined to strengthen accountability and transparency of the system-wide efforts of the UN development system.

At the country level, UNCTs will be expected to provide, through RCs, annual reports to host governments on UNDAF-related results.

##### At the global level:

- The GA resolution on the repositioning of the UN development system requests the Secretary-General to report annually to the ECOSOC Operational Activities Segment on the implementation of the reinvigorated RC system, including its funding, starting in 2019 (A/RES/72/279, OP 15). This will be done in the context of the QCPR annual monitoring and reporting. The General Assembly will receive a QCPR progress report every four years, in accordance with the QCPR cycle.
- The ECOSOC, in its Operational Activities Segment, will also receive a separate comprehensive report on the operational, administrative and financing aspects of the



activities of DOCO, as mandated in OP 17 of A/RES/72/279. The report will be presented annually by the Deputy Secretary-General, in her capacity of Chair of the UNSDG.

- As per GA resolution 72/279 (OP 16), a review with recommendations on how best to ensure the functioning and funding of the RC system will also need to be submitted before the end of the 75th session of the General Assembly, i.e. by mid-September 2021. At this opportunity, based on considerations emerging from the first three years of the reinvigorated RC system, the Secretary-General will present a set of recommendations to further adjust, recalibrate and possibly reconsider aspects in the functioning and funding of the RC system.

Combined, these reports entail a drastic change from current practice. Member States will be regularly updated both on the effectiveness and efficiency of the RC system, as well as on its impact for the delivery of shared results in the UN's efforts to support governments in achieving the SDGs and realizing the 2030 Agenda. Member States will receive a comprehensive overview not just on the functioning of the RC system, but on its actual work and results on the ground, as well as on its financial situation.

In addition to the reporting mandated by the General Assembly, the Deputy Secretary-General has been briefing and consulting closely with Member States on the way forward and will continue to do so in the months ahead. The success of this reform effort is a shared responsibility. Member States have a critical role to play in enabling the system to fully allow the transition towards a reinvigorated RC system.

| <b>Acronym</b>      | <b>Full Name</b>  |
|---------------------|---|
| ACABQ               | Advisory Committee on Administrative and Budgetary Questions                      |
| ARC                 | Assessment for Results and Competencies   |
| Common business ops | Common business operations  |
| DPI                 | Department of Public Information  |
| ECOSOC              | Economic and Social Council   |
| FAO                 | Food and Agricultural Organization  |
| HQ                  | Headquarters  |
| HR                  | Human Resources   |
| IAEA                | International Atomic Energy Agency  |
| ICAO                | International Civil Aviation Organization   |
| ICT                 | Information and Communication Technology  |
| IFAD                | International Fund for Agricultural Development                                   |
| ILO                 | International Labour Organization   |
| IMO                 | International Maritime Organization   |
| IOM                 | International Organization for Migration  |
| ITC                 | International Trade Centre  |
| ITU                 | International Telecommunication Union   |
| MAF                 | Management and Accountability Framework   |
| MAS                 | Management and Accountability System of the UN Development and RC system          |
| MCO                 | Multi-Country Office  |
| M&E                 | Monitoring and Evaluation   |
| MoU                 | Memorandum of Understanding   |
| OCHA                | Office for the Coordination of Humanitarian Affairs                               |
| OHCHR               | Office of the High Commissioner for Human Rights                                  |
| OICT                | Office of Information and Communications Technology                               |
| OP                  | Operative paragraph   |
| Para                | Paragraph   |
| PBSO                | Peacebuilding Support Office  |
| QCPR                | Quadrennial Comprehensive Policy Review of Operational Activities for Development |
| RC                  | Resident Coordinator  |
| RCO                 | Resident Coordinator's Office   |
| SBAA                | Standard Basic Assistance Agreement   |
| SDGs                | Sustainable Development Goals   |
| SGB                 | Secretary General Bulletin  |
| SLA                 | Service Level Agreement   |
| SPTF                | Special Purpose Trust Fund  |
| UNAIDS              | Joint United Nations Programme on HIV/AIDS  |
| UNCT                | UN Country Teams  |
| UNDAF               | United Nations Development Assistance Framework                                   |
| DOCO                | UN Development Operations Coordination Office                                     |
| UNDP                | United Nations Development Programme  |
| UNDPA               | UN Department of Political Affairs  |
| UNDS                | UN Development System   |
| UNESCO              | United Nations Educational, Scientific and Cultural Organization                  |
| UNFPA               | United Nations Population Fund  |

|                 |   |
|-----------------|---|
| <b>UNGA</b>     | <b>UN General Assembly</b>  |
| <b>UNHCR</b>    | <b>United Nations High Commissioner for Refugees</b>                                  |
| <b>UNICEF</b>   | <b>United Nations Children's Fund</b>   |
| <b>UNIDO</b>    | <b>United Nations Industrial Development Organization</b>                             |
| <b>UNISDR</b>   | <b>UN International Strategy for Disaster Reduction</b>                               |
| <b>UNOPS</b>    | <b>UN Office for Project Services</b>   |
| <b>UNRWA</b>    | <b>United Nations Relief and Works Agency for Palestine Refugees in the Near East</b> |
| <b>UNSDG</b>    | <b>United Nations Sustainable Development Group</b>                                   |
| <b>UN Women</b> | <b>United Nations Entity for Gender Equality and the Empowerment of Women</b>         |
| <b>UNWTO</b>    | <b>World Tourism Organization</b>   |
| <b>UPU</b>      | <b>Universal Postal Union</b>   |
| <b>WFP</b>      | <b>World Food Programme</b>   |
| <b>WHO</b>      | <b>World Health Organization</b>  |
| <b>WIPO</b>     | <b>World Intellectual Property Organization</b>                                       |
| <b>WMO</b>      | <b>World Meteorological Organization</b>  |

Detailed figures on funding needs and timelines, including comparison to initial estimates shared in explanatory note on funding

| Cost Category                             | Funding needs by date (for 2019 fiscal year) |                 |                 |                  |                | Total          | Initial estimate                                    |
|---|--|-----------------|-----------------|------------------|----------------|----------------|---|
|   | Phase 1 (May 1)                              | Phase 2 (Jan 1) | Phase 3 (Apr 1) | Phase 4 (July 1) | Total          |                | (shown in separate by date on funding \$22.04/2018) |
| <b>Subsidies and investments (cont.)</b>  |  |                 |                 |                  |                |                |   |
| 129 sites <sup>1,2</sup>                  | \$ -   | \$ 43,000,000   | \$ -            | \$ -             | \$ 43,000,000  | \$ 40,800,000  |   |
| 129 drivers and startups <sup>3,4</sup>   | \$ -   | \$ 12,875,000   | \$ -            | \$ -             | \$ 12,875,000  | \$ 12,800,000  |   |
| BC travel costs <sup>5</sup>              | \$ -   | \$ -            | \$ -            | \$ -             | \$ -           | \$ 5,000,000   |   |
| BC staff III <sup>6,7</sup>               | \$ -   | \$ 15,000,000   | \$ -            | \$ 40,000,000    | \$ 55,000,000  | \$ 110,000,000 |   |
| DOCO HQ <sup>8,9</sup>                    | \$ 12,000,000                                | \$ -            | \$ 18,000,000   | \$ -             | \$ 30,000,000  | \$ 30,000,000  |   |
| DOCO Federal <sup>10,11</sup>             | \$ -   | \$ -            | \$ -            | \$ -             | \$ -           | \$ 10,000,000  |   |
| Partners and services (15%) <sup>12</sup> | \$ 2,000,000                                 | \$ 10,000,000   | \$ 5,000,000    | \$ 17,000,000    | \$ 34,000,000  | \$ 35,000,000  |   |
| <b>Other costs</b>                        |  |                 |                 |                  |                |                |   |
| Startup costs <sup>1</sup>                |  | \$ 5,000,000    |                 |                  | \$ 5,000,000   |                |   |
| Company to China/ RCO to EU <sup>2</sup>  |  | \$ 8,000,000    |                 |                  | \$ 8,000,000   |                |   |
| Government Fund <sup>3</sup>              |  |                 | \$ 10,000,000   |                  | \$ 10,000,000  |                |   |
| Contingency <sup>4</sup>                  |  |                 |                 | \$ 10,000,000    | \$ 10,000,000  | \$ 35,000,000  |   |
| <b>Total</b>                              | \$ 13,000,000                                | \$ 290,000,000  | \$ 58,000,000   | \$ 87,000,000    | \$ 448,000,000 | \$ 498,000,000 |   |
| <b>Comparison total</b>                   | \$ 13,000,000                                | \$ 340,000,000  | \$ 203,000,000  | \$ 290,000,000   | \$ 846,000,000 | \$ 896,000,000 |   |

FOOTNOTES

- 1 Estimate based on 220 (PMIP) projects (2018) by cost, divided by the relative to average 2018 estimate
- 2 Assume 250 RCOs at US\$ 0.75/ kWh
- 3 Assume 250 drivers at 64 kWh for 229 sites etc at 100 kWh
- 4 BC cost of 400,000 per 16 full-time cost service
- 5 Assume 100 trips of 2,000 km and 2,000 km and second trips at 100 and 200 / kWh
- 6 See 2018 Budget on BC staff III (22,913,000)
- 7 Assume 40 beds across DOCO HQ and Regional during Phase 2 and 52 beds across DOCO HQ and Regional during Phase 3
- 8 Staff at 1000 per 1000 sites (250 per 1000) for estimates at 1000 sites
- 9 This category total to cover 150K for 25-30 RCOs in 2018 settings
- 10 (Contingency for 1000) cost estimate

FOOTNOTES TO THE 2018 BUDGET



United Nations  Nations Unies

**SPECIAL PURPOSE TRUST FUND FOR THE REINVIGORATED RESIDENT  
COORDINATOR SYSTEM  
28 September 2018**

**TERMS OF REFERENCE**

***I. Establishment of the Special Purpose Trust Fund***

1. On 31 May 2018, the General Assembly adopted resolution 72/279, on the repositioning of the United Nations development system. The resolution decided to create a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the United Nations development system by separating the functions of the Resident Coordinator from those of the Resident Representative of the United Nations Development Programme (UNDP). The resolution endorsed the transformation of the Development Operations Coordination Office to assume the managerial and oversight functions of the resident coordinator system under the leadership of an Assistant Secretary-General and under the collective ownership of the members of the United Nations Sustainable Development Group (UNSDG) as a stand-alone coordination office within the Secretariat.
2. By memorandum dated 11 July 2018, the Chef de Cabinet, acting on the advice of the Working Group on the Transition to the new Resident Coordinator system, communicated the Secretary-General's decision to create a Special Purpose Trust Fund (SPTF) for the Reinvigorated Resident Coordinator System to manage transparently all financial transactions of the new Resident Coordinator system as per mandate provided in General Assembly resolution 72/279.
3. The SPTF for the Reinvigorated Resident Coordinator System shall be administered in conformity with the United Nations Financial Regulations and Rules and other relevant administrative issuances, as well as the terms and conditions outlined in the present document on the Terms of Reference of the SPTF.

***II. Purpose***

4. The purpose of the SPTF shall be to account for all financial transactions of the Resident Coordinator system, including revenue from all sources and all posts and non-post costs. The SPTF will account for revenue and expense related to the start-up period in 2018, as well as

the full functioning of the Reinvigorated Resident Coordinator System effective 1 January 2019.

5. The SPTF will account for activities derived from the mandate of the Reinvigorated Resident Coordinator System. These include the following:
  - I. Focus on sustainable development, with the eradication of poverty in all its forms and dimensions, consistent with the integrated nature of the 2030 Agenda, as its overarching objective, in line with the United Nations Development Assistance Framework as well as national leadership and ownership;
  - II. Support a dedicated, independent, impartial, empowered, and sustainable development-focused coordination function of the UN development system by separating the functions of the Resident Coordinator from the UNDP Resident Representative, drawing on the expertise and assets of the entire UN development system entities, including non-resident agencies;
  - III. Strengthen the authority and leadership of Resident Coordinators, as the highest-ranking representative of the UN development system, over United Nations country teams, and system-wide accountability on the ground for implementing the United Nations Development Assistance Framework and supporting countries in their implementation of the 2030 Agenda;
  - IV. Report annually to the ECOSOC Segment on Operational Activities for Development on the implementation of a reinvigorated Resident Coordinator system, including its funding, starting in 2019, to ensure accountability towards Member States;
  - V. Submit for the consideration of the General Assembly, before the end of its 75<sup>th</sup> Session, a review with recommendations on the functioning of the reinvigorated Resident Coordinator system, including its funding arrangement;
  - VI. Transform the UN Development Operations Coordination Office to assume managerial and oversight functions of the Resident Coordinator system under the leadership of an Assistant Secretary-General, and under the collective ownership of the United Nations Sustainable Development Group members, as a stand-alone coordination office within the Secretariat, reporting to the Chair of the UN Sustainable Development Group;
  - VII. Present a comprehensive report on an annual basis, including on the operational, administrative and financing aspects of the activities

of the UN Development Operations Coordination Office, to the ECOSOC Segment on Operational Activities for Development.

### III. Contributions

6. Contributions to the SPTF are to be made in accordance with paragraph 10 of A/RES/72/279; with emphasis on adequate, predictable and sustainable funding of the Resident Coordinator system. Sufficient funding in line with the report of the Secretary-General<sup>1</sup> has been requested annually from 1 January 2019 through:
  - a 1 per cent coordination levy on tightly earmarked third party<sup>2</sup> non-core contributions to UN development-related activities, to be paid at source;
  - doubling the current United Nations Development Group cost-sharing arrangement among United Nations development system entities;
  - voluntary, predictable, multi-year contributions to a dedicated Trust Fund to support the inception period;
7. The SPTF will also include contributions to a dedicated coordination fund, to provide voluntary contributions in the estimated amount of 35 million dollars to the Resident Coordinator system, in support of system-wide activities on the ground associated with the implementation of the United Nations Development Assistance Framework.
8. Contributions may be received from governments and intergovernmental organizations, provided that such contributions are made in accordance with the Financial Regulations and Rules of the United Nations. A pledge of contributions, including contributions in-kind, may only be accepted by the Controller or by officers under the related functional delegation.
9. Contributions to the SPTF may be accepted in United States dollars or other fully convertible currencies. Contributions in currencies which are not convertible may be accepted only if the Controller determines that the currency can be fully utilized in the implementation of the related activities.

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<sup>1</sup> A/72/684-E/2018/7

<sup>2</sup> The levy would not be charged on local government cost sharing and cooperation among programme countries.



10. Contributions in-kind may be accepted only if they can be utilized for activities related to the purpose of the SPTF. Contributions in-kind will be given an estimated value by the Controller based on the recommendation of the Implementing Office at the time the pledges are accepted. Contributions in-kind will be recorded as revenue based on the criteria and threshold for in-kind contributions set out in ST/IC/2013/36.
11. The making of a pledge and its acceptance are to be recorded in an exchange of letters between the UN and the contributing party, or, if deemed appropriate, in a more formal agreement, such as a Standard Contribution Agreement (template available from the Controller's Office)
12. Cash contributions to the SPTF, when not immediately used, will be placed in interest-bearing financial instruments with the interest accruing to the SPTF.
13. Any interest income derived from SPTF contributions shall be credited back to the SPTF in accordance with the applicable United Nations Regulations, Rules, policies and procedures.
14. The Controller has designated the following bank account in which the contributions of the SPTF shall be deposited:  
  
Account Name: United Nations General Trust Fund  
Account Number: 485001969  
Bank: J P Morgan Chase  
International Agencies Bank Group  
4 New York Plaza, 15<sup>th</sup> Floor  
New York, NY 10004, USA  
  
ABA Number: 021000021  
SWIFT Code: CHASUS33  
Beneficiary: Fund 32DSA-Trust Fund for Reinvigorated RC system
15. Contributions will be received for implementation of the purposes described in paragraphs 4 and 5 of these Terms of Reference and will not be earmarked, hence meeting the definition of 'core' contributions.

*IV. Administration of the Special Purpose Trust Fund*

16. The Controller designates the Implementing Office of the SPTF to be the United Nations Development Coordination Office. The Implementing Office will be responsible for coordinating all aspects of the work programme to be financed from the SPTF.
17. For the purpose of ensuring proper financial controls, the Programme Manager will be the Assistant Secretary-General/Head of United Nations Development Operations Coordination Office (DOCO), and the Certifying Officer will be the Executive Officer of the United Nations Development Operations Coordination Office (DOCO).
18. The Programme Manager shall be responsible for ensuring that the SPTF is utilized for the purposes described in paragraphs 4 and 5 above.
19. The Certifying Officer shall ensure that expenditures are incurred in accordance with the Financial Regulations and Rules of the United Nations and Staff Regulations, Rules and Procedures, for the purpose intended and within the limit allotted, and draw to the attention of the Controller any proposed commitment or expenditure which is inconsistent with the purposes of the SPTF.

Preparation of the budget

20. Commencing from 2019, an overall budget for the operations of the reinvigorated Resident Coordinator system will be a prerequisite for the commencement of operational activities financed from the SPTF. The overall budget shall be prepared by the Programme Manager, with support of the Programme Planning and Budget Division, and will be presented to the General Assembly for information. Any proposed contribution by a United Nations assessed budget to the SPTF will be presented for approval to the General Assembly.
21. The overall budget shall be prepared in the format of a regular budget fascicle, to improve readability and transparency. The proposed budget will set out the results-based budget and will provide full visibility on the staffing structure.

Programme support costs and reserves

22. All costs associated with the implementation of programmes and projects, including overhead and operational costs, shall be charged directly to

the SPTF and included in the proposed budget. There are no additional charges or fees.

23. The SPTF will be charged an amount at a level established by related administrative instructions, to provide a reserve for coverage of claims for service-incurred death, injury or illness, under applicable United Nations Financial Regulations and Rules, and for after service health insurance and repatriation benefits for persons whose engagement is financed by the SPTF. Such amounts will be held as restricted reserves of the SPTF.

Spending authority

24. In accordance with the Financial Regulations and Rules of the United Nations, commitments for current or future budget periods shall be incurred only after the appropriate authorizations have been issued. Such authorizations take the form of allotments/allocations, which will be issued only after sufficient contributions have been received to meet the requirements for initial financial obligations and for any reserves that may be required. Spending authority will be exercised by the Certifying Officer, who will determine the availability of funds and authorize an envelope within which allocations and grants may be issued; such authorizations will only take place after the funding is in the bank account of the United Nations.

Assets and liabilities provided by the Special Purpose Trust Fund

25. Ownership of equipment, supplies and other property financed from the SPTF and used for its operational activities shall be vested in the United Nations. United Nations shall be entitled to all intellectual property and other proprietary rights with regards to any materials that will be developed using the contributions to the SPTF.
26. On the termination of the SPTF, the disposition of the assets will be determined by the Controller in consultation with the Chair of the UNSDG.

Financial reporting

27. The Controller shall provide certified financial reports of the SPTF annually, as of 31 December of each calendar year. The certified financial reports shall be presented to the Economic and Social Council at its operational activities for development segment, alongside an annual substantive progress report prepared by the Programme Manager.

28. In addition, all information about contributions and disbursements will be available online in real-time, starting as soon as the first contribution has been formalized.
29. The dedicated SPTF website will provide visibility to Member States and partners at all times.
30. All financial accounts and statements shall be expressed in United States dollars.

#### V. Evaluation, Monitoring, and Review

31. The Programme Manager shall promptly inform the Controller about any condition, event, or situation which interferes or threatens to interfere with the receipt of voluntary contributions or the successful implementation of the programme.
32. The Programme Manager shall be responsible for the monitoring and regular review of the Programme and shall support system-wide evaluation of results achieved at the global, regional and country levels. The cost of monitoring and review shall constitute a direct cost to the Programme and will, therefore, be covered by the overall budget.
33. The evaluation of the Programme hereunder shall be subject to the provisions of the United Nations' Evaluation Policy as set out in the relevant Financial Regulations and Rules as well as its financial policies and procedures. The costs will be included in the budget and will constitute a direct cost to the Programme.

#### VI. *Audit*

34. The SPTF shall be subject solely to the external and internal audit procedures of the United Nations.

#### VII. *Closure of the Special Purpose Trust Fund*

35. The Programme Manager shall notify the Controller when the purposes for which the SPTF was established have been realized and shall request closure of the SPTF. The Programme Manager shall submit relevant narrative and financial reports to the Controller to support the request for closure.

36. Upon review, the Controller may request approval from the Secretary-General to close the SPTF.
37. The SPTF shall be terminated upon completion of its operations and after satisfaction of all commitments and liabilities arising from its operations.
38. Any balances of the SPTF remaining at the time of closure of the fund shall be disposed of in a manner consistent with the purpose of the fund and Financial Regulations and Rules of the United Nations. The Programme Manager shall submit a proposal to the Controller who will decide on the final disposition of any remaining balances of the SPTF.



## General Assembly

Distr.: General  
1 June 2018

Seventy-second session  
Agenda item 24 (a)

### Resolution adopted by the General Assembly on 31 May 2018

[without reference to a Main Committee (A/72/L.52)]

#### 72/279. Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system

*The General Assembly,*

*Reaffirming* its resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and its general guidelines and principles for the United Nations development system, to better position the United Nations operational activities for development to support countries in their efforts to implement the 2030 Agenda for Sustainable Development,<sup>1</sup>

*Taking note with appreciation* of the reports of the Secretary-General on the quadrennial comprehensive policy review,<sup>2</sup> and welcoming his efforts on the repositioning of the United Nations development system,

#### I

##### A new generation of United Nations country teams

1. *Welcomes* a revitalized, strategic, flexible and results- and action-oriented United Nations Development Assistance Framework as the most important instrument for the planning and implementation of United Nations development activities in each country, in support of the implementation of the 2030 Agenda for Sustainable Development,<sup>1</sup> to be prepared and finalized in full consultation and agreement with national Governments;

2. *Requests* the Secretary-General to lead the efforts of the entities of the United Nations development system to collaboratively implement a new generation of United Nations country teams, with needs-based tailored country presence, to be

<sup>1</sup> Resolution 70/1.

<sup>2</sup> A/72/124-E/2018/3, A/72/684-E/2018/7 and A/73/63-E/2018/8.



built on the United Nations Development Assistance Framework and finalized through open and inclusive dialogue between the host Government and the United Nations development system, facilitated by the resident coordinator, to ensure the best configuration of support on the ground, as well as enhanced coordination, transparency, efficiency and impact of United Nations development activities, in accordance with national development policies, plans, priorities and needs;

3. *Also requests* the Secretary-General to work, through the United Nations Sustainable Development Group and in consultation with the Member States concerned, to determine appropriate criteria with regard to the presence and composition of United Nations country teams, based on country development priorities and long-term needs and the approved United Nations Development Assistance Framework, in accordance with the principles of the Charter of the United Nations and United Nations norms and standards;

4. *Further requests* the Secretary-General, in pursuance of General Assembly resolution 71/243, to conduct a review of the configuration, capacity, resource needs, role and development services of multi-country offices, in full consultation with the countries involved, to improve the contribution of the offices to country progress in achieving the 2030 Agenda, to be presented to the Economic and Social Council at the operational activities for development segment of its 2019 session;

5. *Calls upon* the entities of the United Nations development system to strengthen capacities, resources and skill sets to support national Governments in achieving the Sustainable Development Goals and, where relevant, build capacities and expertise across United Nations agencies, funds and programmes to promote progress on those Goals lagging behind, in line with respective mandates and building on comparative advantages, and reducing gaps, overlaps and duplication across entities;

6. *Welcomes* measures by the Secretary-General to advance common business operations, where appropriate, including common back-offices, and with the target of 50 per cent common premises by 2021, to enable joint work and generate greater efficiencies, synergies and coherence, and requests the implementation of those measures in accordance with resolution 71/243;

## II

### Reinvigorating the role of the resident coordinator system

7. *Reaffirms* that the focus of the resident coordinator system should remain sustainable development, with the eradication of poverty in all its forms and dimensions as its overarching objective, consistent with the integrated nature of the 2030 Agenda and in line with the United Nations Development Assistance Framework and national leadership and ownership;

8. *Decides* to create a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the United Nations development system by separating the functions of the resident coordinator from those of the resident representative of the United Nations Development Programme, drawing on the expertise and assets of all United Nations development system entities, including non-resident agencies;

9. *Requests* the Secretary-General to strengthen the authority and leadership of resident coordinators, as the highest-ranking representatives of the United Nations development system, over United Nations country teams, and system-wide accountability on the ground for implementing the United Nations Development Assistance Framework and supporting countries in their implementation of the 2030 Agenda, through:

(a) *Enhanced authority* for the resident coordinator to ensure alignment of both agency programmes and inter-agency pooled funding for development with

national development needs and priorities, as well as with the United Nations Development Assistance Framework, in consultation with the national Government;

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

(c) The establishment of a clear, matrixed, dual reporting model, with United Nations country team members accountable and reporting to their respective entities on individual mandates, and periodically reporting to the resident coordinator on their individual activities and on their respective contributions to the collective results of the United Nations development system towards the achievement of the 2030 Agenda at the country level, on the basis of the United Nations Development Assistance Framework;

(d) Reporting by the resident coordinator to the Secretary-General and to the host Government on the implementation of the United Nations Development Assistance Framework;

(e) A collectively owned internal dispute resolution mechanism;

10. *Emphasizes* that adequate, predictable and sustainable funding of the resident coordinator system is essential to delivering a coherent, effective, efficient and accountable response in accordance with national needs and priorities, and in this regard decides to provide sufficient funding in line with the report of the Secretary-General,<sup>3</sup> on an annual basis starting from 1 January 2019, through:

(a) A 1 per cent coordination levy on tightly earmarked third-party<sup>4</sup> non-core contributions to United Nations development-related activities, to be paid at source;

(b) Doubling the current United Nations Development Group cost-sharing arrangement among United Nations development system entities;

(c) Voluntary, predictable, multi-year contributions to a dedicated trust fund to support the inception period;

11. *Strongly urges* all Member States to contribute to the trust fund, in particular as front-loaded contributions for the inception of the reinvigorated resident coordinator system, and in a timely manner, to ensure necessary, predictable and sustainable funding for the inception period;

12. *Calls upon* all Member States in the relevant governing bodies of all United Nations development system entities to ensure that all entities double their agreed contributions under the current United Nations Development Group cost-sharing arrangement;

13. *Requests* the Secretary-General, in consultation with the United Nations development system entities, to present an implementation plan for the inception of the reinvigorated resident coordinator system, including on the operationalization of its funding arrangements, to the General Assembly, before the end of the seventy-second session;

14. *Emphasizes* the need to ensure full achievement of the efficiency gains envisioned in the report of the Secretary-General<sup>3</sup> in a timely manner and to redeploy these efficiency gains for development activities, including coordination;

<sup>3</sup> A/72/684-E/2018/7.

<sup>4</sup> The levy would not be charged on local government cost-sharing and cooperation among programme countries.



15. *Requests* the Secretary-General to report annually, starting in 2019, to the Economic and Social Council at its operational activities for development segment on the implementation of the reinvigorated resident coordinator system, including its funding, to ensure accountability towards Member States;

16. *Also requests* the Secretary-General to submit for the consideration of the General Assembly, before the end of its seventy-fifth session, a review with recommendations on the functioning of the reinvigorated resident coordinator system, including its funding arrangement;

17. *Endorses* the transformation of the Development Operations Coordination Office to assume managerial and oversight functions of the resident coordinator system under the leadership of an Assistant Secretary-General and under the collective ownership of the members of the United Nations Sustainable Development Group, as a stand-alone coordination office within the Secretariat, reporting to the Chair of the Group, and requests the Chair to present a comprehensive report on an annual basis, including on the operational, administrative and financing aspects of the activities of the Office, to the Economic and Social Council at its operational activities for development segment;

### **III** **Revamping the regional approach**

18. *Reaffirms* the role and functions of the United Nations development system at the regional level, including the regional economic commissions and the regional teams of the United Nations development system, and underlines the need to continue to make them fit for purpose in supporting the implementation of the 2030 Agenda, and to revamp the regional structures, recognizing the specificities of each region and bearing in mind that no one size fits all;

19. *Emphasizes* the need to address gaps and overlaps at the regional level, and endorses a phased approach to revamping the United Nations development system at the regional level, and in this regard requests the Secretary-General:

(a) To implement, as part of the first phase, the proposed measures to optimize functions and enhance collaboration at the regional and subregional levels;

(b) To provide options, on a region-by-region basis, for longer-term reprofiling and restructuring of the regional assets of the United Nations to the Economic and Social Council at the operational activities for development segment of its 2019 session;

### **IV** **Strategic direction, oversight and accountability for system-wide results**

20. *Takes note* of the proposal of the Secretary-General on the repositioning of the operational activities for development segment of the Economic and Social Council, and looks forward to the outcome of the ongoing review of the implementation of General Assembly resolution 68/1 of 20 September 2013;

21. *Also takes note* of the proposal of the Secretary-General to gradually merge the New York-based Executive Boards of funds and programmes, and urges Member States to continue making practical changes to further enhance the working methods of the Boards with the aim of improving the efficiency, transparency and quality of governance structures, including through deciding on ways to improve the functions of the joint meeting of the Boards;

22. *Stresses* the need to improve monitoring and reporting on system-wide results, and in this regard welcomes the strengthening of independent system-wide evaluation measures by the Secretary-General, including improving existing capacities;

23. *Welcomes* the decision by the Secretary-General to brief the Economic and Social Council in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, to ensure full transparency in the activities of the Board and improve its effective interaction with, and its responsiveness to, the Member States;

## V

### Funding the United Nations development system

24. *Recognizes* that significantly improving its voluntary and grant-based funding is vital to the successful repositioning of the United Nations development system, as well as to the strengthening of its multilateral nature, with the aim of better supporting countries in their efforts to implement the 2030 Agenda in line with national needs and priorities in a coherent and integrated manner;

25. *Welcomes* the call by the Secretary-General for a funding compact as a critical tool to maximize the investments of Member States in the United Nations development system and the system's transparency and accountability for system-wide actions and results, and, recognizing the need to address the imbalance between core and non-core resources, takes note of the proposals of the Secretary-General to bring core resources to a level of at least 30 per cent in the next five years and double both inter-agency pooled funds to a total of 3.4 billion United States dollars and entity-specific thematic funds to a total of 800 million dollars by 2023;

26. *Also welcomes* the proposal of the Secretary-General to establish a dedicated coordination fund, and in this regard invites Member States to provide voluntary contributions in the amount of 35 million dollars to the resident coordinator system, in support of system-wide activities on the ground associated with the implementation of the United Nations Development Assistance Framework;

27. *Invites* Member States to contribute, on a voluntary basis, to the capitalization of the Joint Fund for the 2030 Agenda for Sustainable Development at 290 million dollars per annum;

28. *Welcomes* the commitment of the Secretary-General to repositioning the United Nations development system in accordance with calls by Member States set out in resolution 71/243 and in the present resolution, recognizes that that commitment to reform is an essential component of a funding compact, and therefore requests the United Nations development system, as the starting point for its commitment to the funding compact:

(a) To provide annual reporting on system-wide support to the Sustainable Development Goals and present aggregated information on system-wide results by 2021;

(b) To comply with the highest international transparency standards to enhance transparency and access to financial information in all United Nations development system entities;

(c) To undergo independent system-wide evaluations of results achieved, at the global, regional and country levels;

(d) To comply with existing full-cost recovery policies and further harmonize cost recovery by individual United Nations development system entities through differentiated approaches;

- (e) To allocate, where applicable, at least 15 per cent of non-core resources for development to joint activities;
- (f) To enhance the visibility of Member State contributions to core resources and pooled funds, and related results;
- (g) To achieve efficiency gains as envisioned by the Secretary-General in his report;<sup>3</sup>
- (h) To achieve common results at the country level;

29. *Also welcomes* the proposal of the Secretary-General to launch a funding dialogue in 2018 with a view to finalizing a funding compact in the form of a commitment between the United Nations development system and Member States, and requests the Secretary-General to report on the outcome of the funding dialogue at the operational activities for development segment of the 2019 session of the Economic and Social Council, noting that the funding compact relates to voluntary funding of the United Nations development system, as well as to other contributions;

## VI

### **Following up on the repositioning efforts of the United Nations development system at the global, regional and country levels**

30. *Requests* the heads of the entities of the United Nations development system, under the leadership of the Secretary-General, to submit to the Economic and Social Council at the operational activities for development segment of its 2019 session, for consideration by Member States, a system-wide strategic document, in the light of the present resolution and in line with resolution 71/243, and to ensure that it is specific, concrete and targeted in addressing gaps and overlaps;

31. *Reaffirms* the role of the Department of Economic and Social Affairs of the Secretariat, and looks forward to the update by the Secretary-General to the Member States on the alignment of the Department with the 2030 Agenda, in accordance with General Assembly resolution 70/299 of 29 July 2016;

32. *Requests* the Secretary-General to ensure an effective and efficient transition to a repositioned United Nations development system, in particular to a reinvigorated resident coordinator system, including by giving due consideration to the role of a responsive United Nations Development Programme as the support platform of the United Nations development system providing an integrator function in support of countries in their efforts to implement the 2030 Agenda;

33. *Also requests* the Secretary-General to report to the Economic and Social Council on progress made in the implementation of the mandates contained in the present resolution and the mandates contained in resolution 71/243, as part of his annual reporting to the Council at the operational activities for development segment of its 2019 session, and to the General Assembly at its seventy-fourth session for further consideration by the Assembly and to inform the next cycle of the quadrennial comprehensive policy review to be launched in 2020.

*91st plenary meeting  
31 May 2018*

# ANNEX 4

## RC System Results Framework

### Executive Directorate

**Objective of the Organization:** To provide strategic oversight to the resident coordinator system and support to the UN Sustainable Development Group, under the leadership of the Deputy Secretary-General, to ensure coherent, integrated and effective support by the UN development system to Member States in the implementation of the 2030 Agenda

| Expected accomplishments of the Secretariat   | Indicators of achievement   | Performance measures |           |           |           |
|---|---|----------------------|-----------|-----------|-----------|
|   |   | 2018-2019            | 2016-2017 | 2014-2015 | 2012-2013 |
| (a) Increased strategic vision and leadership of the UNSDG for implementation of the 2030 Agenda, through the System Wide Strategic Document  | System Wide Strategic Document completed  | Target               | Yes       |           |           |
|   |   | Estimate             |           |           |           |
|   |   | Actual               |           |           |           |
| (b) UNSDG programme of work effectively managed and supported with available human and financial resources in the transition of the UN development system, in line with Resolution 72/279 | Rate of implementation of the UNSDG work plan   | Target               | 100%      |           |           |
|   |   | Estimate             |           |           |           |
|   |   | Actual               |           |           |           |
| (c) Effective implementation, tracking and reporting on the QCPR, in line with Resolution 71/243  | Percentage of data delivered by the UNSDGO to DESA as agreed in QCPR monitoring framework | Target               | 100%      |           |           |
|   |   | Estimate             |           |           |           |
|   |   | Actual               | 100%      | 100%      | 100%      |

## Global, Regional and Country coordination

*Objective of the Organization:* To improve the capacity, coherence and effectiveness of the UN resident coordinator system at global, regional and country levels in delivering integrated support across the Sustainable Development Goals for the achievement of national development priorities

| Expected accomplishments of the Secretariat   | Indicators of achievement   | Performance measures |           |           |           |       |
|---|---|----------------------|-----------|-----------|-----------|-------|
|   |   | 2018-2019            | 2016-2017 | 2014-2015 | 2012-2013 |       |
| <b>1. Leadership for development results</b>  |   |                      |           |           |           |       |
| (a) Enhanced management and oversight of the RC system  | (i) Development and endorsement of a new Mutual Accountability Framework (MAF) in support of enhanced leadership in the RC system   | Target               | Yes       |           |           |       |
|   |   | Estimate             |           |           |           |       |
|   |   | Actual               |           |           |           |       |
|   | (ii) Implementation rate of corporate leadership framework, standards and policies for RC and UNCT leadership   | Target               | 100%      |           |           |       |
|   |   | Estimate             |           |           |           |       |
|   |   | Actual               |           |           |           |       |
| (b) Strengthened leadership skills, knowledge and capabilities of RCs and UNCTs to effectively support SDG achievement                                  | (i) Percentage of RCs that complete required learning and/or leadership development modules, including SDG certification  | Target               | 50%       |           |           |       |
|   |   | Estimate             |           |           |           |       |
|   |   | Actual               |           |           |           |       |
|   | (ii) Percentage of resident coordinators agreeing or strongly agreeing that they have sufficient capacity and prerogative to fulfil their terms of reference (% capacities/% prerogative) | Target               | 65%/55%   | x/x       |           |       |
|   |   | Estimate             |           | x/x       |           |       |
|   |   | Actual               | 60%/50%   |           |           |       |
| (c) Strengthened leadership talent pipeline and appointments of the RCs, to better respond to the sustainable development needs of national governments | (i) Integrated RC Assessment Centre with a focus on sustainable development established   | Target               | Yes       |           |           |       |
|   |   | Estimate             |           |           |           |       |
|   |   | Actual               |           |           |           |       |
|   | (ii) Gender parity among resident coordinators (% male RCs/female RCs)  | Target               | 50/50     | x         | x         | x     |
|   |   | Estimate             |           | x         | x         | x     |
|   |   | Actual               |           | 57/43     | 62/38     | 60/40 |
|   | (iii) Action plan in place to achieve TC geographical balance   | Target               | Yes       |           |           |       |
|   |   | Estimate             |           |           |           |       |
|   |   | Actual               |           |           |           |       |
| <b>2. Integrated normative and policy support for the 2030 Agenda</b>   |   |                      |           |           |           |       |
| (a) Program countries receive integrated context-specific quality advice and support to implement the 2030 Agenda                                       | (i) Percentage of governments agreeing that the UN provides high quality joint policy advice, tailored to national needs and priorities   | Target               | 82%       |           |           |       |
|   |   | Estimate             |           |           |           |       |
|   |   | Actual               | 80%       |           |           |       |
|   | (ii) Number of integrated, regional or national policy products delivered by the UN Development System  | Target               | 50        |           |           |       |
|   |   | Estimate             |           |           |           |       |
|   |   | Actual               |           |           |           |       |
|   | (iii) Proportion of UNCTs that have supported government efforts and goals to mainstream human rights into national development policies and programmes                                   | Target               | 85%       |           |           |       |
|   |   | Estimate             |           |           |           |       |
|   |   | Actual               | 84%       |           |           |       |
| <b>3. Coordination and planning for development results</b>   |   |                      |           |           |           |       |

|   |   |          |     |     |     |
|---|---|----------|-----|-----|-----|
| (a) Effective and accountable coordination mechanisms and leadership at the global, regional and national level | (i) Percentage of UNSDG members that agree or strongly agree that UNSDG global and regional coordination mechanisms are effectively supported by UNDOCO   | Target   | 75% |     |     |
|   |   | Estimate |     |     |     |
|   |   | Actual   |     |     |     |
|   | (ii) Percentage of programme country Governments that agree or strongly agree that the RC effectively and efficiently leads and coordinates the UNCT's strategic support for national plans and priorities                | Target   | 93% |     |     |
|   |   | Estimate |     |     |     |
|   |   | Actual   |     | 92% |     |
|   | (iii) Percentage of resident coordinators who agree or strongly agree that the resident coordinator has sufficient access to the expertise available at the global and regional UNDS levels                               | Target   | 75% | x   |     |
|   |   | Estimate |     | x   |     |
|   |   | Actual   |     | 73% |     |
| (b) Strengthened data systems, capacities and management for the 2030 Agenda                                    | (i) Proportion of UNCTs that provide support to national statistical capacity   | Target   | 98% |     |     |
|   |   | Estimate |     |     |     |
|   |   | Actual   |     | 98% |     |
|   | (ii) Percentage of programme country Governments that state that the United Nations works "more closely" together to support capacity-building on disaggregated data collection and analysis compared with four years ago | Target   | 68% |     |     |
|   |   | Estimate |     |     |     |
|   |   | Actual   |     | 66% | 67% |
| (c) Improved UNDAF planning and implementation for development results  | (i) Percentage of governments who consider the activities of the UN to be closely or very closely aligned with the country's development needs and priorities   | Target   | 90% |     |     |
|   |   | Estimate |     |     |     |
|   |   | Actual   |     | 84% | 86% |
|   | (ii) Percentage of programme country Governments that agree or strongly agree there is an improved focus on common results among UNDS entities at the country level   | Target   | 90% |     |     |
|   |   | Estimate |     |     |     |
|   |   | Actual   |     | 85% |     |
|   | (iii) Number of UNCTS with Joint Work Plans   | Target   | 50  |     |     |
|   |   | Estimate |     |     |     |
|   |   | Actual   |     |     |     |
| <b>4. Partnerships and finance for development results</b>  |   |          |     |     |     |
| (a) Enhanced and expanded partnerships with key stakeholders  | (i) Development and endorsement of system-wide partnership policy for use by resident Coordinators  | Target   | Yes |     |     |
|   |   | Estimate |     |     |     |
|   |   | Actual   |     |     |     |
|   | (ii) Percentage of governments agreeing that to a large or moderate extent the UN plays a catalytic role in facilitating partnerships   | Target   | 78% |     |     |
|   |   | Estimate |     |     |     |
|   |   | Actual   |     | 76% |     |
|   | (iii) Proportion of UNCTs that facilitate South-South cooperation   | Target   | 80% |     |     |
|   |   | Estimate |     |     |     |
|   |   | Actual   |     | 75% |     |
| (b) Adequate funding and financing for development efforts, including through                                   | (i) Funding contributed to the Joint Fund for the 2030 Agenda (\$million)   | Target   | 290 |     |     |
|   |   | Estimate |     |     |     |

|  |   |          |      |        |        |        |
|--|---|----------|------|--------|--------|--------|
| expanded pooled funds and innovative financing mechanisms  |   | Actual   | 13   |        |        |        |
| (ii) Percentage of overall UN development resources channelled to inter-agency pooled funds  | Target  | 12%      |      |        |        |        |
|  | Estimate  |          |      |        |        |        |
|  | Actual  |          | 8%   |        |        |        |
| (iii) Proportion of UNCTs supporting Programme Countries with the development of financing coalitions to close the SDG financing gap | Target  | 20%      |      |        |        |        |
|  | Estimate  |          |      |        |        |        |
|  | Actual  |          | 4%   |        |        |        |
| <b>5. Communication for development results</b>  |   |          |      |        |        |        |
| (a) Improved public availability and awareness of UN development efforts and activities in support of the 2030 Agenda                | (i) Proportion of UNCTs implementing a joint communication and advocacy strategy (in line with UNDG Communicating as One policies and guidance) | Target   | 90%  |        |        |        |
|  |   | Estimate |      |        |        |        |
|  |   | Actual   |      | 85%    |        |        |
|  | (ii) Publication of UNSDG Annual Results  | Target   | 100% |        |        |        |
|  |   | Estimate |      |        |        |        |
|  |   | Actual   |      | 100%   |        |        |
|  | (iii) Number of UNCTs report programmatic and financial alignment against SDGs through UN INFO  | Target   | 50   |        |        |        |
|  |   | Estimate |      |        |        |        |
|  |   | Actual   |      | 27     |        |        |
| <b>6. Business operations for development</b>  |   |          |      |        |        |        |
| (a) Effective and efficient business operations, provided through consolidated back offices and common premises where possible       | (i) Number/Proportion of UNCTs supported by an Integrated Service Centre  | Target   | 3    |        |        |        |
|  |   | Estimate |      |        |        |        |
|  |   | Actual   |      | 3      | 2      | 1      |
|  | (ii) Percentage of United Nations premises that are defined as common premises  | Target   | 20%  |        |        |        |
|  |   | Estimate |      |        |        |        |
|  |   | Actual   |      | 16%    | ?      | ?      |
|  | (iii) Number/Proportion of UNCTs that have a fully endorsed BOS   | Target   | 66   |        |        |        |
|  |   | Estimate |      |        |        |        |
|  |   | Actual   |      | 35/130 | 18/131 | 12/131 |

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**Seventy-third session****Revised estimates relating to the programme budget for the biennium 2018-2019 under Section 1, Overall policymaking, direction and coordination****Resident coordinator system****Report of the Secretary-General***Summary*

In its resolution 72/279, the General Assembly endorsed the Secretary-General's proposals for repositioning the United Nations development system around a reinvigorated and independent resident coordinator system. This is a historic opportunity to shift towards a more integrated working model that can better support the achievement of the 2030 Agenda for Sustainable Development, with greater accountability and impartiality. The resident coordinator system needs to be owned by all Member States if resident coordinators are to be the impartial and competent catalysts that the new agenda requires.

The core capacities of the resident coordinator system will be funded through extrabudgetary contributions and a cost-sharing arrangement among the entities of the United Nations Sustainable Development group (UNSDG).

The decision of the General Assembly, in paragraph 10 (b) of its resolution 72/729, to double the amount contributed through the UNSDG cost-sharing arrangement will amount to \$77.5 million of the 2019 costs of the resident coordinator system. The share of the cost-sharing arrangement for entities of the United Nations Secretariat will amount to \$13.6 million. The present report requests the General Assembly to appropriate the amount of \$13.6 million in the form of a grant under Section 1, Overall policymaking, direction and coordination of the programme budget for the biennium 2018-2019, representing the United Nations share of the United Nations Sustainable Development Group cost-sharing arrangement for the year 2019, in accordance with paragraph 10 (b) of resolution 72/729.

In line with the commitment by the Secretary-General to ensure full transparency around the reinvigorated resident coordinator system, this report also includes an annex with detailed information on the 2019 budget of the resident coordinator system in the total amount of \$281 million, inclusive of 1,141 posts and non-post resources. As this new system is operationalized in 2019, the initial framework of expected results will be further developed, in cooperation



with the United Nations Sustainable Development Group (UNSDG), based on lessons learned from the implementation of this historic reform.

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## I. Background

- 1.1 The resident coordinator system was established through General Assembly resolution 32/197 of 20 December 1977. It has been reaffirmed and increasingly strengthened through a series of resolutions by the General Assembly and the Economic and Social Council.
- 1.2 The resident coordinator system is the cornerstone of a coherent and well-coordinated United Nations development system that can deliver integrated support across the Sustainable Development Goals for the achievement of national development priorities.
- 1.3 The resident coordinator system ensures the coordination of the operational activities for development of the United Nations, and supports the United Nations funds, programmes, specialized agencies, departments, and offices that play a role in development at the country level. The objective is to leverage the respective expertise and specializations of UN development entities to work across disciplines and functions to deliver together more coherent, effective and efficient support to countries.
- 1.4 At the heart of the resident coordinator system are UN resident coordinators, who are the designated representatives of the UN Secretary-General for development operations at the country level and lead the UN country teams. 129 resident coordinators lead the strategic planning and coordination of 131 country teams, bringing to bear, on average, the expertise of 18 UN entities per country, also leveraging and supporting those United Nations entities that are not resident in country, including UN Secretariat entities and departments.
- 1.5 While the resident coordinator system has been instrumental in driving coherence on the ground over the past four decades, the 2030 Agenda for Sustainable Development has significantly increased the demands on the UN development system and requires a marked upgrade in the system's ability to coordinate the provision of high-quality, coherent, and reliable policy and programming support to Member States. In this respect, in successive resolutions on the quadrennial comprehensive policy review (QCPR), Member States reiterated that the central role of the resident coordinators, working with the United Nations country team and under the leadership of Governments, and ensuring the coordination of United Nations operational activities for development at the country level. The Member States also consistently stressed the need to ensure that resident coordinators have sufficient leadership, prerogative, impartiality, management tools, experience and skills sets to effectively fulfil their mandates.

## II. A new resident coordinator system

- 2.1 The General Assembly, in its resolution 72/279, decided to create a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the United Nations development system by separating the functions of the resident coordinator from those of the resident representative of the United Nations Development Programme. The General Assembly also endorsed the transformation of the Development Operations Coordination Office as a stand-alone coordination office within the Secretariat, reporting to the Chair of the United Nations Sustainable Development Group (UNSDG).
- 2.2 At the global level, the UNDOCO will assume managerial and oversight functions of the resident coordinator system under the leadership of an Assistant Secretary-General. It will bring together the UN development system to promote change and innovation to deliver together on sustainable development. The UNSDG will work under the leadership of the Deputy Secretary-General in her capacity as UNSDG Chair and guidance of the UNSDG Vice-Chair. The UNSDG will provide field evidence collected from the UN's operational activities for development to inform policy, programme and operations. In addition, the

- UNSDG will facilitate the achievement of shared UN development system results and promote excellence in UN leadership and coordination.
- 2.3 The UNDOCO will also provide troubleshooting, quality assurance, advisory and dispute resolution services in close liaison with the relevant regional team of the UNSDG and other senior officials of the system. It is envisioned that the Director will chair annual performance assessments of resident coordinators, which will also continue to include the regional directors of entities of the United Nations development system functioning as the regional UNSDG.
  - 2.4 Day-to-day programmatic support, policy guidance and technical support for United Nations country teams, quality assurance with respect to United Nations Development Assistance Frameworks (UNDAF), country team standard operating procedures for “Delivering as one” and joint initiatives, as well as day-to-day support for resident coordinators and country teams, will be backstopped through better-resourced regional desks of the UNDOCO, working in close collaboration with the regional UNSDG.
  - 2.5 A reinvigorated independent resident coordinator system is at the centre of a repositioned United Nations development system. In response to the paradigm shift reflected in the 2030 Agenda for Sustainable Development, the United Nations development system needs to move towards a more integrated working model that can better support the achievement of the Sustainable Development Goals, with greater accountability and impartiality. The new resident coordinator system will therefore require placing greater authority in the empowered resident coordinator by (a) increasing the relevance of substantive capacities of agencies, funds and programmes vis-à-vis local needs, (b) establishing clearer accountability lines for collective results, and (c) ensuring adequate funding and resources to incentivize system-wide efforts, including from greater coordination of regional capacities in support of country efforts.
  - 2.6 At the country level, resident coordinators will be directly nominated as the Secretary-General’s designated representatives for development operations. Resident coordinators will lead the United Nations country team, in consultation with the host Government, to define and agree on the United Nations strategic response to the Government’s priorities. Resident coordinators will continue to be double-hatted as humanitarian coordinators, and triple-hatted as deputy special representatives of the Secretary-General, in the relevant context of the country and/or mission. They will operate within a clear framework for management, accountability and governance.
  - 2.7 The resident coordinator offices will need to be adequately staffed to ensure sufficient substantive capacities to lead United Nations country teams. Specific requirements vary depending on needs and contexts. However, based on a review against the 2030 Agenda for Sustainable Development and inputs by current resident coordinators, there is a general need for a minimum capacity of five substantive staff members on average in each resident coordinator office (RCO) to cover core functions needed in any country for effective coordination. This will include experts in coordination and strategic planning, economics, monitoring and evaluation, communications and strategic partnerships. The mix of international/national staff will be defined according to each country context, with a preference for national staff whenever possible.
  - 2.8 The proposed repositioning of the resident coordinator system is based on optimizing current arrangements to the extent possible and minimizing additional costs. The envisioned system will be strongly anchored in the assets and resources of the entire United Nations development system, including the integrating platform of UNDP. This truly reinvigorated system, able to meet the ambition of the 2030 Agenda for Sustainable Development, will come at a financial cost of \$281 million, with the separation of the functions of the resident

coordinator and the UNDP resident representative and enhanced capacity, at the global, regional and country level to drive a more integrated United Nations response on the ground. This is slightly below the initial estimates shared with Member States during the intergovernmental negotiations leading up to resolution 72/279 (\$290 million), and reflect a significant effort to identifying the most effective and efficient working arrangements for the new resident Coordinator system.

- 2.9 The \$281 million budget includes \$35 million for coordination activities, which will be allocated across resident coordinator offices in 131 countries and the five regional UNSDG teams, to catalyse in-country efforts for priority initiatives. This allocation enables the resident coordinators to incentivize collaboration and support joint activities, such as the development of the UNDAF. In particular, it will support joint assessment and analytics, enable joint data collection, joint programme development, joint planning and innovation, communications and advocacy, and the systematic monitoring and reporting on the progress of UNDAF outcomes, including through mid-term and end of cycle UNDAF evaluations. Other related activities that will require such resources, include the consultation and facilitation of national-UN steering committees, travel of the resident coordinator and resident coordinator office staff in support of joint activities, UN coordination-related events, and the production of UNDAF country results reports.
- 2.10 The resident coordinator system is a fundamental vehicle for enhancing system-wide coherence at the country level. A more robust coordination function, at the equivalent of less than 1 per cent of the annual contributions to the UN for operational activities for development, will yield significant value for money. It is an essential enabler to advance the impact of, and strengthen leadership and accountability for, the contributions of the UN development system to the 2030 Agenda for Sustainable Development to be achieved at country level.

### III. Administrative arrangements

- 3.1 Pursuant to General Assembly resolution 72/279, UNDOCO will be established in the Secretariat, as a stand-alone coordination office, and its role will be strengthened to ensure that the UN is more effective, accountable and coordinated in supporting the 2030 Agenda. UNDOCO will be led by Assistant-Secretary-General who reports to the Deputy Secretary-General. UNDOCO will consist of a total of 95 posts.
- 3.2 This will include 67 posts in headquarters (1 ASG, 1 D-2, 3 D-1, 12 P-5, 25 P-4, 15 P-3, 2 GS-PL, and 8 GS-OL); as well as enhanced capacities to provide regional support to country operations, through five regional desks covering six geographical regions based in Addis Ababa, Amman, Istanbul, Bangkok and Panama. Total post resources allocated to these regional desks would consist of 28 posts that include 5 D-2, 3 P-5, 11 P-4, 4 P-3, and 5 GS-OL. The concurrence of the Advisory Committee on Administrative and Budgetary Questions was also sought for all posts at the D-1 level and above.
- 3.3 The current cohort of 129 resident coordinators are presently serving concurrently as UNDP resident representatives. Pursuant to resolution 72/279, effective 1 January 2019, the posts of 129 resident Coordinators, which include 12 ASG, 36 D-2, and 81 D-1, will be created in the Secretariat. Current resident coordinators who opt to remain in their current function will be redesignated by the Secretary-General and be appointed under a United Nations Secretariat letter of appointment. Existing resident coordinators will continue to be administered by UNDP in 2019, on behalf of the United Nations Secretariat whilst all new resident coordinators appointed from 1 January onwards will be fully administered by the UN Secretariat. From 2020, all resident coordinators will be fully administered by the United Nations Secretariat.

- 3.4 In the RCOs, to facilitate a smooth transition, three national officers will be administered by UNDP in 2019, while two support staff (executive assistant and driver) will be provided by UNDP as a service, on the basis of a fee. International staff will be fully administered by the Secretariat. All RCO staff are expected to transition to United Nations Secretariat contracts by 1 January 2020 after a comprehensive review of all RCOs and a change management process.
- 3.5 Wherever applicable, resident coordinators will continue to be double-hatted as humanitarian coordinators (HC) and triple-hatted as deputy special representatives of the Secretary-General (DSRSG), in relevant contexts. Currently ten out of 12 DSRSG/RC/HC positions are at the ASG level while two are at the D-2 level. The resident coordinators that are triple hatted will be paid 50 percent of the salaries and common staff costs by the resident coordinator system. The other 50 percent will be paid by the respective special political mission or peacekeeping operation that the resident coordinator is serving in.
- 3.6 UNDP shall provide administrative and operational support services to the regional and country offices on a service fee basis. They will provide services for: premises and facilities management, general administration, finance and procurement; legal, and information, communication and technology. As part of the transition in 2019, UNDP will also provide human resource management services for the national staff in the regional UNDOCO offices.

#### **IV. Funding arrangements**

- 4.1 In its resolution 72/279, General Assembly emphasized that adequate, predictable and sustainable funding is essential to delivering a coherent, effective, efficient and accountable response in accordance with national needs and priorities, and in this regard decided to provide sufficient funding in line with the report of the Secretary General (a/72/684-E/2018/7) on an annual basis starting from 1 January 2019, through:
  - (a) A 1 per cent coordination levy on tightly earmarked third-party non-core contributions to United Nations development-related activities, to be paid at source;
  - (b) Doubling the current United Nations Development Group cost-sharing arrangement among United Nations development system entities (refer to Annex II); and
  - (c) Voluntary, predictable, multi-year contributions to a dedicated trust fund to support the inception period.
- 4.2 The United Nations Development Operations Coordination Office (UNDOCO) and the resident coordinator system will be managed financially through a United Nations Special Purpose Trust Fund (SPTF), which will pool the three funding sources provided for by resolution 72/279.
- 4.3 The SPTF is housed in the United Nations Secretariat to be managed by UNDOCO and will provide full transparency to all the relevant stakeholders – including donors – on expenditures and the total cost of operations. Reporting to donors and other stakeholders will be done based on the calendar year in United States dollars and will be available three months after year-end.
- 4.4 In addition to this standard annual report on the SPTF, all information about contributions and disbursements will be published online in real time. This will commence as soon as the first contribution has been formalized. This will provide visibility through a dedicated website, for Member States and partners to be able to track the status of the SPTF in real time.

- 4.5 The 1 per cent coordination levy will be applied to contributions for UN development-related activities that are tightly earmarked to a single agency, single programme or project. The levy will exclude inter-agency development pooled funds, entity-specific thematic funds, local resources (i.e. programme country Government cost-sharing) and South-South cooperation. As the levy relates specifically to UN development-related activities, it does not apply to humanitarian assistance. UN-UN transfer agreements and similar instruments for transfers between UN entities should also not be charged a levy since the UN organization that has received funding from a donor should already have charged the levy (if applicable). In ongoing consultations with Member States, the Secretariat has also indicated that vertical funds and contributions from foundations, civil society and private sector may also need to be excluded, but a final decision on the policy for potential exclusions is still pending.
- 4.6 The coordination levy is to be collected “at source” with a number of options for its collection being considered, such as charging the levy at the time a contribution agreement is signed between the UN entity and a donor, or alternatively, payment by the donor in one or more instalments annually, directly from the donor to the UN SPTF.
- 4.7 The decision of the General Assembly to double the amount contributed through the UNSDG cost-sharing arrangement will generate \$77.5 million towards 2019 costs of the resident coordinator system. Each entity’s share is calculated through a three-step formula, considering an annual base fee, entity staff size and expenditures, and share of UNDAFs at the country level<sup>†</sup>. Annex I presents the share by entity resulting from the doubling of the cost-sharing arrangement.
- 4.8 A new cost sharing formula for 2020 onwards, will be presented to the ACABQ, the Fifth Committee, and the respective governing bodies of the UNSDG member entities in 2019.
- 4.9 The United Nations Secretariat’s share of the UNSDG cost sharing arrangement for 2019 based on the decision of the General Assembly amounts to \$13.6 million to be funded by the assessed programme budget for the 2018-2019 biennium. **Therefore, the present report requests the General Assembly to appropriate \$13.6 million, as a grant to the special purpose trust fund in 2019, under Section 1, Overall policymaking, direction and coordination of the programme budget for the biennium 2018-2019.**
- 4.10 Voluntary contributions are critical for the successful launch of the reinvigorated resident coordinator system. To support the inception of the reinvigorated resident coordinator system, and to ensure funding predictability, it is important that the voluntary contributions are frontloaded, as the collection of the 1 per cent levy may take some time to become fully operational.

## V. Action requested of the General Assembly

- 5.1 **The General Assembly is requested to appropriate an amount of \$13,571,842, as a grant to the special purpose trust fund in 2019, under section 1, Overall policymaking, direction and coordination, of the programme budget for the biennium 2018-2019.**

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<sup>†</sup> Additional details on the calculation of each entity’s share is presented in report A/70/73.

## Annex I

### Participating entity share of UNSDG cost-sharing arrangement for 2019

| UNSDG Member Contributions 2018-2019 |                  |                  |                  |                   |                         |                         |                |
|--------------------------------------|------------------|------------------|------------------|-------------------|-------------------------|-------------------------|----------------|
| UNSDG Member                         | Base Fee         | Agency Size      |                  | System Load       | Total Contribution 2018 | Total Contribution 2019 | Share of Total |
|                                      |                  | a) Expenditure   | b) Staff Count   |                   |                         |                         |                |
| FAO                                  | 350,000          | 395,084          | 509,603          | 1,094,639         | 2,349,326               | 4,698,652               | 6.1%           |
| IFAD                                 | 175,000          | 77,831           | 114,826          | 351,848           | 700,360                 | 1,400,720               | 1.8%           |
| ILO                                  | 350,000          | 282,286          | 514,914          | 1,026,224         | 2,173,424               | 4,346,848               | 5.6%           |
| IOM                                  | 350,000          | 261,719          | 308,139          | 640,381           | 1,560,000               | 3,120,000               | 4.0%           |
| ITU                                  | 100,000          | N/A              | N/A              | N/A               | 100,000                 | 200,000                 | 0.3%           |
| UNAIDS                               | 175,000          | 85,642           | 151,525          | 908,941           | 1,321,109               | 2,642,218               | 3.4%           |
| UNDP                                 | 350,000          | 2,188,249        | 1,415,058        | 1,192,374         | 5,145,681               | 10,291,362              | 13.3%          |
| UNESCO                               | 350,000          | 337,981          | 458,852          | 1,094,639         | 2,241,472               | 4,482,944               | 5.8%           |
| UNFPA                                | 350,000          | 359,681          | 401,665          | 1,192,374         | 2,303,720               | 4,607,440               | 5.9%           |
| UNHCR                                | 350,000          | -                | -                | 889,394           | 1,239,394               | 2,478,788               | 3.2%           |
| UNICEF                               | 350,000          | 1,224,157        | 1,393,844        | 1,192,374         | 4,160,376               | 8,320,752               | 10.7%          |
| UNIDO                                | 175,000          | 134,797          | 138,917          | 869,847           | 1,318,560               | 2,637,121               | 3.4%           |
| UNOPS                                | 350,000          | 136,514          | 76,851           | 312,754           | 876,119                 | 1,752,238               | 2.3%           |
| UN Secretariat                       | 350,000          | 1,746,712        | 1,581,217        | 3,107,992         | 6,785,921               | 13,571,842              | 17.5%          |
| UN Women                             | 175,000          | 104,310          | 122,256          | 918,715           | 1,320,280               | 2,640,560               | 3.4%           |
| UNWTO                                | 100,000          | N/A              | N/A              | N/A               | 100,000                 | 200,000                 | 0.3%           |
| WFP                                  | 350,000          | 183,166          | 92,620           | 830,753           | 1,456,539               | 2,913,078               | 3.8%           |
| WHO                                  | 350,000          | 831,209          | 1,115,472        | 1,192,374         | 3,489,055               | 6,978,110               | 9.0%           |
| WMO                                  | 100,000          | N/A              | N/A              | N/A               | 100,000                 | 200,000                 | 0.3%           |
| <b>Total</b>                         | <b>5,200,000</b> | <b>8,349,340</b> | <b>8,395,760</b> | <b>16,815,622</b> | <b>38,741,336</b>       | <b>77,482,672</b>       | <b>100%</b>    |

## Annex II

### Budget of the resident coordinator system special purpose trust fund

#### Section 1, Overview

##### A. Overview of resources

- 1.1 For 2019, resources to support the resident coordinator system reflect requirements in UNDOCO, the regional offices, and the Resident coordinator offices, as well as support costs.
- 1.2 The overall resources for 2019 for this trust fund amount to \$281,190,900 The resource level provides for the full, efficient and effective implementation of mandates.
- 1.3 The distribution of resources is reflected in tables 1.1 to 1.4 below.

Table 1.1 **Financial resources by component**  
(Thousands of United States dollars)

| <i>Component</i>                      | <i>2019 estimates</i> |
|---------------------------------------|-----------------------|
| A. Executive direction and management | 2 306.8               |
| B. Programme of work                  |                       |
| Global coordination                   | 14 352.7              |
| Regional coordination                 | 6 659.4               |
| Country coordination                  | 246 298.7             |
| <b>Subtotal – programme of work</b>   | <b>267 310.8</b>      |
| C. Programme support                  | 11 573.3              |
| <b>Total</b>                          | <b>281 190.9</b>      |

Table 1.2 **Requirements by object of expenditure** (Thousands of United States dollars)

| <i>Object of expenditure</i> | <i>2019 estimates</i> |
|------------------------------|-----------------------|
| Posts                        | 160 346.8             |
| Other staff costs            | 2 874.2               |
| Consultants                  | 23 349.7              |
| Travel of staff              | 14 138.5              |
| Contractual services         | 43 425.3              |
| General operating expenses   | 29 141.9              |
| Hospitality                  | 1 352.0               |
| Supplies and materials       | 1 929.6               |
| Furniture and equipment      | 4 632.8               |
| <b>Total</b>                 | <b>281 190.9</b>      |



Table 1.3 Post resources by component

|   | Professional and higher categories |     |     |     |     |     |     |     | General Service and related categories |                 | National staff |                               | Total |             |
|---|------------------------------------|-----|-----|-----|-----|-----|-----|-----|--|-----------------|----------------|-------------------------------|-------|-------------|
|   | USG                                | ASG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | Subtotal                               | Principal Level | Other level    | National Professional Officer |       | Local level |
| <b>Executive direction and management</b> | -                                  | 1   | 1   | -   | 1   | 2   | 1   | -   | 6                                      | 1               | 1              | -                             | -     | 8           |
| <b>Programme of Work</b>                  |                                    |     |     |     |     |     |     |     |  |                 |                |                               |       |             |
| Global coordination                       | -                                  | -   | -   | 2   | 8   | 19  | 11  | -   | 41                                     | -               | 3              | -                             | -     | 43          |
| Regional Coordination                     | -                                  | -   | 5   | -   | 3   | 11  | 4   | -   | 22                                     | -               | -              | -                             | 5     | 28          |
| Country coordination                      | -                                  | 12  | 36  | 81  | 131 | 65  | -   | -   | 325                                    | -               | -              | 459                           | 262   | 1046        |
| <b>Subtotal Programme of Work</b>         | -                                  | 12  | 41  | 83  | 142 | 95  | 15  | -   | 388                                    | -               | 3              | 459                           | 267   | 1117        |
| <b>Programme support</b>                  | -                                  | -   | -   | 1   | 3   | 4   | 3   | -   | 11                                     | 1               | 4              | -                             | -     | 16          |
| <b>Total</b>                              | -                                  | 13  | 42  | 84  | 146 | 101 | 19  | -   | 405                                    | 2               | 8              | 459                           | 267   | 1141        |

Table 1.4 Distribution of resources by component  
(Percentage)

| Component                             | 2019 estimates |
|---------------------------------------|----------------|
| A. Executive direction and management | 0.8            |
| B. Programme of work                  |                |
| Global coordination                   | 5.1            |
| Regional coordination                 | 2.4            |
| Country coordination                  | 87.6           |
| <b>Subtotal</b>                       | <b>95.1</b>    |
| C. Programme support                  | 4.1            |
| <b>Total</b>                          | <b>100.0</b>   |

#### A. Voluntary contributions in kind

- 1.4 For 2019, this budget does not include any voluntary contributions in kind. As part of the roll out of this reform, resident Coordinators will engage with their relevant national counterparts to explore country specific arrangements. These arrangements, if and when secured, will be reflected in subsequent budgets.

#### B. Other information

- 1.5 The Secretary-General is determined to strengthen the accountability and transparency of the UN development system. At the country level, UNCTs will be expected to provide, through the resident Coordinators, annual reports to host governments on UNDAF related results. At the global level, per A/RES/72/729, the Secretary-General will report annually to the

ECOSOC Operational Activities Segment on the implementation of the reinvigorated resident coordinator system. This will be done in the context of the QCPR annual report. The General Assembly will also receive a QCPR progress report every four years, in accordance with the QCPR cycle. The ECOSOC, in its Operational Activities Segment, will also receive a separate comprehensive report on the operational financial and administrative aspects of UNDOCO, as mandated in OP 17 of A/RES/72/729. Taken together, these reports entail a significant change from current practice. Member States will be regularly updated both on the effectiveness and efficiency of the resident coordinator system, as well on its impact for the delivery of shared results in the UN's efforts to support governments in achieving the SDGs and realising the 2030 Agenda.

- 1.6 Within the UN, mutual accountability will be strengthened through a number of instruments, including the direct reporting line instituted between the resident coordinators and the Secretary-General, a revised Mutual Accountability Framework, and a matrixed dual reporting model between UNCT members and the resident Coordinator. A strengthened UNDOCO will also allow for greater accountability and transparency for results, notably through more effective and reliable support to resident Coordinators and UNCTs in tracking and reporting on activities, expenditures and results in line with the SDGs.
- 1.7 The special purpose trust fund, established to pool financial contributions to the resident coordinator system, will provide full transparency to all stakeholders on expenditures and total cost of operations. In addition to standard annual reports, all information on contributions and disbursements will be published online in real time, and visibility will be provided through a dedicated website, for Member States and partners to track the status of the SPTF in real time.
- 1.8 With the resident coordinator system now under the Secretariat, a number of elements of the new system will come under the purview of the Evaluation Unit of the Office of Internal Oversight Services (OIOS). In addition, and in accordance with A/RES/72/729, the Secretary-General is committed to strengthening mechanisms and capacities for system-wide evaluations of development results. Finally, the \$35 million for coordination activities is designed to allow resident coordinators and UNCTs, with support from UNDOCO, to incentivize collective action in support of the 2030 Agenda, conduct robust monitoring and evaluation of UNDAF results and ensure alignment with national needs and priorities.
- 1.9 Following a review of the publications pertaining to each component, it is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 1.5 and as distributed in the output information for programme of work.

Table 1.5 Summary of publications

|               | 2018-2019 estimate |            |                      |
|---------------|--------------------|------------|----------------------|
|               | Print              | Electronic | Print and Electronic |
| Recurrent     | 132                | 1          | 133                  |
| Non-recurrent | -                  | -          | -                    |
| <b>Total</b>  | <b>132</b>         | <b>1</b>   | <b>133</b>           |

- 1.10 As the coordinating body of the United Nations development system, all parts of the resident coordinator system will actively engage with entities of the UN development system to implement its work programme. Work under global coordination will be implemented in cooperation with UN development system entities through the working mechanisms established for the UNSDG at the global level, with secretariat support provided by UNDOCO.

Coordination of regional support to resident coordinators, resident coordinator offices and UN country teams will be carried out by the UNDOCO ASG together with the regional teams of the UNSDG, which brings together the regional directors of entities of the UN development system, with support from the UNDOCO regional desks.

1.11 Country coordination activities will be led by UN resident coordinators with the support of resident coordinator offices and will involve all members of UN country teams. These arrangements will ensure that the United Nations development system is able to contribute effectively to the 2030 Agenda for sustainable development through more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented support to Member States.

## Section 2, Budget by components

### A. Executive direction and management

*Resource requirements: \$2,306,800*

1.12 The Office of the UNDOCO Director provides strategic planning for the resident coordinator system, supports the UNSDG Chair, Vice-Chair and UNSDG Principals and UNSDG working mechanisms, and monitors strategic aspects of Quadrennial Comprehensive Policy Review (QCPR) implementation and progress tracking. In addition, it is responsible for managing strategic partner relations, for coordinating the UN development system’s engagement with the Executive Committee/Deputies Committee mechanism and for providing oversight and strategic leadership of the UN Sustainable Development Group Office. The Director will be responsible for the day-to-day management of 129 resident coordinators, and the work of 95 UNDOCO staff.

**Table 1.6 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization:* To provide strategic oversight to the resident coordinator system and support to the UN Sustainable Development Group, under the leadership of the Deputy Secretary-General, to ensure coherent, integrated and effective support by the UN development system to Member States in the implementation of the 2030 Agenda

| Expected accomplishments of the Secretariat   | Indicators of achievement                     |          | Performance measures |           |           |           |
|---|---|----------|----------------------|-----------|-----------|-----------|
|   |   |          | 2018-2019            | 2016-2017 | 2014-2015 | 2012-2013 |
| (a) Increased strategic vision and leadership of the UNSDG for implementation of the 2030 Agenda, through the System Wide Strategic Document  | System Wide Strategic Document completed      | Target   | Yes                  |           |           |           |
|   |   | Estimate |                      |           |           |           |
|   |   | Actual   |                      |           |           |           |
| (b) UNSDG programme of work effectively managed and supported with available human and financial resources in the transition of the UN development system, in line with Resolution 72/279 | Rate of implementation of the UNSDG work plan | Target   | 100%                 |           |           |           |
|   |   | Estimate |                      |           |           |           |
|   |   | Actual   |                      |           |           |           |

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|  |   |          |      |      |      |
|--|---|----------|------|------|------|
| (c) Effective implementation, tracking and reporting on the QCPR, in line with Resolution 71/243 | Percentage of data delivered by the UNSDGO to DESA as agreed in QCPR monitoring framework | Target   | 100% |      |      |
|  |   | Estimate |      |      |      |
|  |   | Actual   | 100% | 100% | 100% |

**External factors**

1.13 The objective and expected accomplishments are expected to be achieved on the assumption that (a) United Nations development system entities fully support the mandates of the United Nations Sustainable Development Group and the UN resident coordinator system; (b) that Member States remain committed to providing adequate resources to the resident coordinator system.

**Outputs**

1.14 The outputs to be delivered during the biennium 2018-2019 are reflected in table 1.7 below.

**Table 1.7 Categories of Outputs and final outputs**

| <i>Outputs</i>  | <i>Quantity</i> |
|---|-----------------|
| <b>Other substantive activities</b>   |                 |
| 1. Meetings of UNSDG Principals   | 2               |
| 2. Meetings of the UNSDG Core Group   | 3               |
| 3. UNDOCO background briefs for the Executive Committee/ Deputies Committee | 35              |

1.15 The distribution of resources for Executive Direction and management is reflected in tables 1.8 to 1.10 below.

**Table 1.8 Resource requirements: executive direction and management**  
(Thousands of United States dollars)

| <i>category</i>                        | <i>2019 resources</i> | <i>Posts</i> |
|--|-----------------------|--------------|
| Post                                   | 1 886.1               | 8            |
| Non-post                               | 420.7                 | —            |
| <b>Total (net of staff assessment)</b> | <b>2 306.8</b>        | <b>8</b>     |

**Table 1.9 Requirements by object of expenditure**  
(Thousands of United States dollars)

|                            | <i>2019 estimate</i> |
|----------------------------|----------------------|
| Posts                      | 1 886.1              |
| Other staff costs          | 127.9                |
| Travel of staff            | 84.0                 |
| General operating expenses | 164.5                |
| Hospitality                | 12.0                 |
| Supplies and materials     | 10.1                 |
| Furniture and equipment    | 22.2                 |

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|              | 2019<br>estimate |
|--------------|------------------|
| <b>Total</b> | <b>2 306.8</b>   |

Table 1.10 Post requirements

|   | Professional and higher categories |     |     |     |     |     |     |     | General Service and related categories |                 | National staff |                      | Total |       |
|---|------------------------------------|-----|-----|-----|-----|-----|-----|-----|--|-----------------|----------------|----------------------|-------|-------|
|   | USG                                | ASG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | Subtotal                               | Principal Level | Other level    | National             |       | Local |
|   |                                    |     |     |     |     |     |     |     |  |                 |                | Professional Officer |       | level |
| <b>Executive direction and management</b> | -                                  | 1   | 1   | -   | 1   | 2   | 1   | -   | 6                                      | 1               | 1              | -                    | -     | 8     |

*Posts*

- 1.16 The amount of \$1,886,100 would provide for 8 posts (1 ASG, 1 D-2, 1 P-5, 2 P-4, 1 P-3, 1 GS-PL, and 1 GS-OL) for the Executive Office under Executive Direction and Management to support implementation of the mandate under the programme. The functions and responsibilities of the posts are described below:
- 1.17 An Assistant Secretary-General (1 ASG) will lead the strategic management of the United Nations Development Operations Coordination Office (UNDOCO) and will be responsible for team management and performance oversight. The ASG/DOCO Director will be responsible, *inter alia*, for (i) directing and managing UN DOCO; (ii) providing leadership, direction and advice on matters that relate to the strategic positioning and effective functioning of the resident coordinator system; (iii) overseeing the performance management of United Nations resident coordinators; (iv) chairing the Inter-Agency Advisor Panel (IAAP) on resident coordinator selection; (v) advising and supporting the Chair and Vice-Chair of the UNSDG on all matters pertaining to the strategic positioning and management of the UNSDG and the resident coordinator system; (vi) representing the Deputy Secretary-General in undertaking advocacy and the strengthening of external relations on behalf of DOCO, the UNSDG and the resident coordinator system; (vii) Providing substantive engagement with other pillars of work of the United Nations, to ensure greater operational coherence in development, humanitarian and peacebuilding support; (viii) overseeing the overall strategic plan and budget of UN DOCO, making managerial decisions to ensure the effective and efficient operations of office and the resident coordinator system as whole.
- 1.18 A Director, Deputy to the Assistant Secretary-General (1 D-2) will report to the ASG/UNDOCO Director, supporting him/her in the strategic management of DOCO operations and serving as Officer-in-Charge of DOCO in his/her absence. The Deputy Director has delegated responsibility over the following functions: (i) strategic work planning and management of results in DOCO; (ii) performance management of DOCO senior managers; (iii) management and administration of DOCO and resident coordinator system budgets; (iv) operational oversight of resident coordinator system, including overall responsibility for resident coordinator system financial resources, human resources, procurement, and common premises; (v) oversight and management of activities undertaken by DOCO, ensuring that programmed activities are carried out in a timely fashion and coordinates work in the different areas both within DOCO, and with other organizations of the UNDS, donors and agencies as appropriate; (vi) external relations and advocacy on behalf of DOCO, the UNSDG and the resident coordinator system; and (vii) development of

strategic partnerships and resource mobilization in support of the UNSDG Joint Fund for the 2030 Agenda and the UNSDG Coordination Fund. With delegated authority over key functions in DOCO, including the performance management of all senior managers, the Deputy Director *de facto* will oversee a total staff complement of 66 posts, of which 53 are professional posts at the P3, P4 and P5 levels and 3 are D1-level posts.

- 1.19 A Special Assistant to the Assistant Secretary-General (1 P-5) will manage the day-to-day operations of the UNDOCO Office of the ASG, including budgeting and work-planning in addition to providing policy advice to the Assistant Secretary-General on strategic issues of concern to UNDOCO, the UNSDG and the resident coordinator system. The Special Assistant will lead in the preparation and coordination of strategic policy briefs, summary analyses and talking points.
- 1.20 Two P-4 posts are as follows:
- (a) A Sustainable Development officer (1 P-4) will support the effective functioning and work planning of the global UNSDG working mechanisms, particularly the UNSDG principals and the UNSDG Core Group, including the planning and preparation of meetings at the level of UN Executive Heads;
  - (b) A Programme Officer (1 P-4) will lead in the development of the integrated results framework for the resident coordinator system and support both the Assistant Secretary-General and Director of DOCO in strategic planning at the global, regional and country level including 131 United Nations country teams.
- 1.21 A Programme Officer (1 P-3) will undertake monitoring and updating of the dashboard for the UNSDG global priorities and work plan, as well as developing and managing the tracking system of the strategic deliverables for the UNSDG. The Programme Officer will also support system-wide reporting and follow-up to QCPR related mandates associated to UNDOCO and the UNSDG.
- 1.22 A Programme Assistant (1 GS-PL) will provide programme coordination support to the Office of the ASG and facilitates the ASG's interaction with UNSDG member entities, Member States and external partners, as well as a Programme Assistant (1 GS OL) will provide support to the Director in the coordination of programme planning and preparation, implementation of activities and monitoring the status of programme proposals including completion of documentation and approval of submissions.

*Other staff costs*

- 1.23 The amount of \$127,900 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

*Travel of staff*

- 1.24 The amount of \$84,000 provides for:
- (a) Five travels to UNDOCO Regional Desks by the UNDOCO ASG for briefings and consultations, and to participate in the Performance Assessment of resident coordinators and UNCTs;
  - (b) One-travel to Europe by the UNDOCO ASG and the Special Assistant to the UNDOCO ASG to participate in the spring Principals-level meeting of the UN Sustainable Development Group, organized on the side lines of the UN Chief Executive Board for Coordination spring sessions;
  - (c) One travel by the UNDOCO ASG for five days to Switzerland, to participate in the annual DSRSG retreat, and consultations with the Europe-based UN entities; and,

- (d) Five travels by UNDOCO ASG or the Deputy Director to Members State capitals and meetings with UNSDG agencies at their headquarters.

*General operating expenses*

- 1.25 The amount of \$164,500 provides for communication costs (cellphone, landline), utilities, courier charges, printing and other sundry items.

*Hospitality*

- 1.26 The amount of \$12,000 provides for six receptions with Member States and UN agencies.

*Supplies and material*

- 1.27 The amount of \$10,100 provides for expendable office supplies and materials, including paper, stationery, data-processing and word-processing supplies.

*Furniture and equipment*

- 1.28 The amount of \$22,200 provides for the replacement of furniture, office automation and other equipment.

## **B. Programme of Work**

*Resource requirements: \$216,019,600*

### **Global coordination**

*Resource requirements: \$14,352,700*

- 1.29 Responsibilities for global coordination are vested within the UNDOCO's branches and sections at Headquarters.
- 1.30 Under global coordination, the UNDOCO works with entities and mechanisms of the UNSDG to improve the strategic and operational coherence of operational activities for development by fostering system-wide approaches and providing coordinated and, where relevant, integrated policy and strategic guidance to UN country teams. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the resident coordinator and UNCT Leadership and Development Branch, the Country Business Strategies Section, and the Communication and Results Reporting Section
- 1.31 The Policy and Programming Branch focuses on the following areas: (i) support to UNDAFs and integrated planning and programming, (ii) Support to resident coordinators and UNCTs on integrated policy solutions for sustainable development; (iii) Facilitation of global strategic financing initiatives and support to resident coordinators and UNCTs on strategic finance and partnerships for sustainable development; (iv) Supporting innovative solutions at country level that enable the scaling of UNDS innovations; (v) Support to interagency programming needs, and; (v) knowledge management. The resident coordinator and UNCT Leadership and Development Branch focuses on the following areas: (i) Development and implementation of corporate leadership framework, standards and policies for resident coordinator and UNCT leadership ; (ii) Designing and overseeing resident coordinator assessment and selection process, functions which in the past was partly provided by UNDP, as part of its backbone support to the resident coordinator System; (iii) Resident coordinator and UNCT leadership development training, onboarding and capacity

development, and (iv) Resident coordinator /UNCT performance and results review and performance management

- 1.32 The Communications and Results Reporting Section is responsible for the following areas: (i) External communications to communicate results and impact of the resident coordinator system and UNSDG; (ii) The implementation UNDS common messaging, communications strategy and communication products; (iii) The provision of support to “Communicating as one” teams and initiatives at country level; (iv) The UNSDG annual results reporting to stakeholders; (v) facilitating UNSDG presence on social media at global and country level; (via website development and management at global level, and setting standards and support to regional and country level UNSDG websites; (vii) Public information management including through UN INFO, and; (viii) Infographics and data visualization and dissemination on key UNSDG .
- 1.33 The Country Business Strategies Section leads or supports: (i) The development of policy and coordination of the implementation of UNSDG business operations reforms, including targets on UN common premises and common business services/centres; (ii) Peer networks in operationalizing Business Operations Strategies (BOS) for all UNCTs; (iii) Capacity development initiatives for country level business operations managers and support business operations country network; (iv) The integration of Business Innovations into UNDAF, and; (iv) The management and oversight of the BOS component of the UN INFO and related analytics.

### Regional coordination

*Resource requirements: \$6,659,400*

- 1.34 Day-to-day support to RCs and their offices is vested within the UNDOCO regional coordination desks.
- 1.35 The Regional coordination function of the Resident coordinator system focusses on overseeing and supporting coherent and effective delivery of operational activities for development by United Nations resident coordinators and UNCTs through integrated policy, programming and operational support together with the regional teams of the UNSDG and the United Nations regional economic and social commissions.
- 1.36 The UNDOCO regional desks service resident and UN country teams in the following regions (in parenthesis the regional headquarter duty station): Latin America and the Caribbean (Panama city); Africa (Addis Ababa); Arab States (Amman); Europe and Central Asia (Istanbul); and Asia and the Pacific (Bangkok).The UNDOCO regional desks perform the following functions: (i) providing strategic guidance to resident coordinators and UNCTs to ensure quality and timely support to Member States in the implementation of the 2030 Agenda; (ii) managing day-to-day operations of the resident coordinator system in their regions; (iii) supporting and tracking resident coordinator /UNCT performance management on behalf of the UNDOCO Director; (iv) In collaboration with regional UNSDG teams, facilitating and overseeing support to resident coordinators/UNCTs on UNDAF quality assurance, coordinated policy and operational support to UNCTs, dispute resolution, troubleshooting; (v) Coordinated regional communications and strategic messaging; (vi) Convening and facilitating the work of regional UNSDG teams and supporting regional UNSDG Chairs in the execution of their roles; (vii) Providing regular results oversight and support to RCOs to plan, monitor and report, and; (viii) Ensuring compliance of UNCTs and RCOs with agreed UNSDG policies and procedures.



### Country coordination

*Resource requirements: \$246,298,700*

- 1.37 Substantive responsibility for country coordination is vested within the resident coordinator and the resident coordinator offices (RCO).
- 1.38 Country coordination consists of the work that resident coordinators lead and undertake with the support of resident coordinator offices in leading the UN development system support to the implementation of the 2030 Agenda at the country level, in line with national priorities, needs and planning frameworks and under the ownership and leadership of programme countries, in a coherent, coordinated and, where possible, integrated manner that maximises impact and sustainable development results.
- 1.39 UN resident coordinators ensure coordination of UN development system operational activities for development, creating a platform of coordinated delivery of support towards the 2030 Agenda, and promoting the development of national capacities. They lead UN Country Teams, which include non-resident agencies, in providing integrated support to national development priorities and plans, through UN Development Assistance Frameworks. They are key facilitators of system-wide support to governments as they leverage financing and partnerships for the Sustainable Development Goals. They also support the delivery of the effective advocacy on sustainable development objectives, as well as United Nations values, standards, principles and activities on behalf of the UN country team with the highest level of government. They act as United Nations Designated Official, ensuring effective coordination of country-level security and the safety of all United Nations staff and dependants, leading inter-agency Security Management Teams. They also encourage and support national efforts in disaster risk reduction. Finally, when international humanitarian assistance is required and a separate Humanitarian Coordinator position is not established, resident coordinators lead and coordinate the response efforts of UN country team members and relevant humanitarian actors.
- 1.40 In performing their functions and leading the UN development system response to the 2030 Agenda for Sustainable Development, resident coordinators are supported by resident Coordinator offices (RCOs). Specifically, resident Coordinator offices are responsible for strategic planning and coordination around high quality SDG-based UN Development Assistance Frameworks. They also provide sustainable development policy coordination among UN country team members. They work to support the development of strategic partnerships and innovative financing options for sustainable development at county level. They are responsible for communication and knowledge management around UN country team results, for coordinating joint data initiatives, analysis, programme and business innovations and for ensuring operational coherence across the humanitarian-development-peace nexus, as relevant to the context in which they operate.

**Table 1.11 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization:* To improve the capacity, coherence and effectiveness of the UN resident coordinator system at global, regional and country levels in delivering integrated support across the Sustainable Development Goals for the achievement of national development priorities

| <i>Expected accomplishments of the Secretariat</i> | <i>Indicators of achievement</i> | <i>Performance measures</i> |           |           |           |
|--|----------------------------------|-----------------------------|-----------|-----------|-----------|
|  |                                  | 2018-2019                   | 2016-2017 | 2014-2015 | 2012-2013 |
| <b>1. Leadership for development results</b>       |                                  |                             |           |           |           |

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|   |   |          |         |       |       |
|---|---|----------|---------|-------|-------|
| (a) Enhanced management and oversight of the RC system  | (i) Development and endorsement of a new Mutual Accountability Framework (MAF) in support of enhanced leadership in the RC system   | Target   | Yes     |       |       |
|   |   | Estimate |         |       |       |
|   |   | Actual   |         |       |       |
| (b) Strengthened leadership skills, knowledge and capabilities of RCs and UNCTs to effectively support SDG achievement                                  | (ii) Implementation rate of corporate leadership framework, standards and policies for RC and UNCT leadership   | Target   | 100%    |       |       |
|   |   | Estimate |         |       |       |
|   |   | Actual   |         |       |       |
| (b) Strengthened leadership skills, knowledge and capabilities of RCs and UNCTs to effectively support SDG achievement                                  | (i) Percentage of RCs that complete required learning and/or leadership development modules, including SDG certification  | Target   | 50%     |       |       |
|   |   | Estimate |         |       |       |
|   |   | Actual   |         |       |       |
| (b) Strengthened leadership skills, knowledge and capabilities of RCs and UNCTs to effectively support SDG achievement                                  | (ii) Percentage of resident coordinators agreeing or strongly agreeing that they have sufficient capacity and prerogative to fulfil their terms of reference (% capacities/% prerogative) | Target   | 65%/55% | x/x   |       |
|   |   | Estimate |         | x/x   |       |
|   |   | Actual   | 60%/50% |       |       |
| (c) Strengthened leadership talent pipeline and appointments of the RCs, to better respond to the sustainable development needs of national governments | (i) Integrated RC Assessment Centre with a focus on sustainable development established   | Target   | Yes     |       |       |
|   |   | Estimate |         |       |       |
|   |   | Actual   |         |       |       |
| (c) Strengthened leadership talent pipeline and appointments of the RCs, to better respond to the sustainable development needs of national governments | (ii) Gender parity among resident coordinators (% male RCs/female RCs)  | Target   | 50/50   | x     | x     |
|   |   | Estimate |         | x     | x     |
|   |   | Actual   |         | 57/43 | 62/38 |
|   |   |          |         |       | 60/40 |
| (c) Strengthened leadership talent pipeline and appointments of the RCs, to better respond to the sustainable development needs of national governments | (iii) Action plan in place to achieve TC geographical balance   | Target   | Yes     |       |       |
|   |   | Estimate |         |       |       |
|   |   | Actual   |         |       |       |
| <b>2. Integrated normative and policy support for the 2030 Agenda</b>   |   |          |         |       |       |
| (a) Program countries receive integrated context-specific quality advice and support to implement the 2030 Agenda                                       | (i) Percentage of governments agreeing that the UN provides high quality joint policy advice, tailored to national needs and priorities   | Target   | 82%     |       |       |
|   |   | Estimate |         |       |       |
|   |   | Actual   | 80%     |       |       |
| (a) Program countries receive integrated context-specific quality advice and support to implement the 2030 Agenda                                       | (ii) Number of integrated, regional or national policy products delivered by the UN Development System  | Target   | 50      |       |       |
|   |   | Estimate |         |       |       |
|   |   | Actual   |         |       |       |
| (a) Program countries receive integrated context-specific quality advice and support to implement the 2030 Agenda                                       | (iii) Proportion of UNCTs that have supported government efforts and goals to mainstream human rights into national development policies and programmes                                   | Target   | 85%     |       |       |
|   |   | Estimate |         |       |       |
|   |   | Actual   | 84%     |       |       |
| <b>3. Coordination and planning for development results</b>   |   |          |         |       |       |
| (a) Effective and accountable coordination mechanisms and leadership at the global, regional and national level   | (i) Percentage of UNSDG members that agree or strongly agree that UNSDG global and regional coordination mechanisms are effectively supported by UNDOCO                                   | Target   | 75%     |       |       |
|   |   | Estimate |         |       |       |
|   |   | Actual   |         |       |       |
| (a) Effective and accountable coordination mechanisms and leadership at the global, regional and national level   | (ii) Percentage of programme country Governments that agree or strongly agree that the RC effectively and efficiently leads and coordinates the   | Target   | 93%     |       |       |
|   |   | Estimate |         |       |       |

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|           |   |   |          |     |     |         |
|-----------|---|---|----------|-----|-----|---------|
|           |   | UNCT's strategic support for national plans and priorities  | Actual   | 92% |     |         |
|           | (iii)   | Percentage of resident coordinators who agree or strongly agree that the resident coordinator has sufficient access to the expertise available at the global and regional UNDS levels                                     | Target   | 75% | x   |         |
|           |   |   | Estimate |     | x   |         |
|           |   |   | Actual   |     | 73% |         |
| (b)       | Strengthened data systems, capacities and management for the 2030 Agenda  | (i) Proportion of UNCTs that provide support to national statistical capacity   | Target   | 98% |     |         |
|           |   |   | Estimate |     |     |         |
|           |   |   | Actual   |     | 98% |         |
|           |   | (ii) Percentage of programme country Governments that state that the United Nations works "more closely" together to support capacity-building on disaggregated data collection and analysis compared with four years ago | Target   | 68% |     |         |
|           |   |   | Estimate |     |     |         |
|           |   |   | Actual   |     | 66% | 67%     |
| (c)       | Improved UNDAF planning and implementation for development results  | (i) Percentage of governments who consider the activities of the UN to be closely or very closely aligned with the country's development needs and priorities   | Target   | 90% |     |         |
|           |   |   | Estimate |     |     |         |
|           |   |   | Actual   |     | 84% | 86% 83% |
|           |   | (ii) Percentage of programme country Governments that agree or strongly agree there is an improved focus on common results among UNDS entities at the country level   | Target   | 90% |     |         |
|           |   |   | Estimate |     |     |         |
|           |   |   | Actual   |     | 85% |         |
|           |   | (iii) Number of UNCTS with Joint Work Plans   | Target   | 50  |     |         |
|           |   |   | Estimate |     |     |         |
|           |   |   | Actual   |     |     |         |
| <b>4.</b> | <b>Partnerships and finance for development results</b>   |   |          |     |     |         |
| (a)       | Enhanced and expanded partnerships with key stakeholders  | (i) Development and endorsement of system-wide partnership policy for use by resident Coordinators  | Target   | Yes |     |         |
|           |   |   | Estimate |     |     |         |
|           |   |   | Actual   |     |     |         |
|           |   | (ii) Percentage of governments agreeing that to a large or moderate extent the UN plays a catalytic role in facilitating partnerships   | Target   | 78% |     |         |
|           |   |   | Estimate |     |     |         |
|           |   |   | Actual   |     | 76% |         |
|           |   | (iii) Proportion of UNCTs that facilitate South-South cooperation   | Target   | 80% |     |         |
|           |   |   | Estimate |     |     |         |
|           |   |   | Actual   |     | 75% |         |
| (b)       | Adequate funding and financing for development efforts, including through expanded pooled funds and innovative financing mechanisms | (i) Funding contributed to the Joint Fund for the 2030 Agenda (\$million)   | Target   | 290 |     |         |
|           |   |   | Estimate |     |     |         |
|           |   |   | Actual   |     | 13  |         |
|           |   | (ii) Percentage of overall UN development resources channelled to inter-agency pooled funds   | Target   | 12% |     |         |
|           |   |   | Estimate |     |     |         |
|           |   |   | Actual   |     | 8%  |         |

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|  |  |   |                              |               |        |        |        |
|--|--|---|------------------------------|---------------|--------|--------|--------|
|  | (iii)  | Proportion of UNCTs supporting Programme Countries with the development of financing coalitions to close the SDG financing gap              | Target<br>Estimate<br>Actual | 20%<br><br>4% |        |        |        |
| <b>5. Communication for development results</b>  |  |   |                              |               |        |        |        |
| (a) Improved public availability and awareness of UN development efforts and activities in support of the 2030 Agenda          | (i)  | Proportion of UNCTs implementing a joint communication and advocacy strategy (in line with UNDG Communicating as One policies and guidance) | Target                       | 90%           |        |        |        |
|  |  |   | Estimate                     |               |        |        |        |
|  |  |   | Actual                       |               | 85%    |        |        |
|  | (ii)   | Publication of UNSDG Annual Results   | Target                       | 100%          |        |        |        |
|  |  |   | Estimate                     |               |        |        |        |
|  |  |   | Actual                       |               | 100%   |        |        |
| (iii)  | Number of UNCTs report programmatic and financial alignment against SDGs through UN INFO | Target  | 50                           |               |        |        |        |
|  |  | Estimate  |                              |               |        |        |        |
|  |  | Actual  |                              | 27            |        |        |        |
| <b>6. Business operations for development</b>  |  |   |                              |               |        |        |        |
| (a) Effective and efficient business operations, provided through consolidated back offices and common premises where possible | (i)  | Number/Proportion of UNCTs supported by an Integrated Service Centre  | Target                       | 3             |        |        |        |
|  |  |   | Estimate                     |               |        |        |        |
|  |  |   | Actual                       |               | 3      | 2      | 1      |
|  | (ii)   | Percentage of United Nations premises that are defined as common premises   | Target                       | 20%           |        |        |        |
|  |  |   | Estimate                     |               |        |        |        |
|  |  |   | Actual                       |               | 16%    | ?      | ?      |
|  | (iii)  | Number/Proportion of UNCTs that have a fully endorsed BOS   | Target                       | 66            |        |        |        |
|  |  |   | Estimate                     |               |        |        |        |
|  |  |   | Actual                       |               | 35/130 | 18/131 | 12/131 |

External factors

1.41 The objective and expected accomplishments are expected to be achieved on the assumption that (a) United Nations development system entities fully engage in the work programme of the United Nations Sustainable Development Group; (b) that they fully support the UN resident coordinator system in the functions it performs at the global, regional and country level; (c) that they implement the measures proposed by the UN Secretary General and endorsed by Member States to optimize functions and enhance collaboration at the global, regional and national; (d) that they fully participate in the work programme of United Nations Country Teams in support of national sustainable development priorities, as reflected in their respective United Nations Development Assistance Framework; (e) that they fully support the UN resident coordinator in leading the implementation of the United Nations Development Assistance Framework; (f) that they fully engage with national governments in the support they provide to the implementation of the 2030 Agenda, and; (g) that Member States remain committed to providing adequate resources to the resident coordinator system; and (h) that Member States' engagement with United Nations development system entities, at global, regional and country level, reinforce UN coherence, discipline and joint activities.

Outputs

1.42 The outputs to be delivered during the biennium 2018-2019 are reflected in table 1.12 below.

Table 1.12 Categories of outputs and final outputs

| <i>Outputs</i>  | <i>Quantity</i> |
|---|-----------------|
| <b>Global coordination</b>  |                 |
| <b>Other substantive activities</b>   |                 |
| <b>Organization of UNSDG and/or interagency meetings and activities and contribution to joint outputs</b> |                 |
| 1. Meetings of the UNSDG Strategic Results Group on integrated SDG implementation                         | 4               |
| 2. Meetings of the UNSDG Strategic Results Group on strategic funding and financing                       | 4               |
| 3. Meetings of the UNSDG Strategic Results Group on business innovations                                  | 4               |
| 4. Meetings of the UNSDG Strategic Results Group on strategic partnerships for the SDGs                   | 4               |
| <b>Technical material for outside users</b>   |                 |
| 5. Technical guidance notes and policy papers for UNCTs   | 8               |
| <b>Group training</b>   |                 |
| 6. Training and advisory webinars with country offices  | 20              |
| 7. Regional UNDAF rollout workshops   | 6               |
| <b>Human resources management</b>   |                 |
| <b>Recruitment, placement and career development</b>  |                 |
| 8. Meetings of the Inter-Agency Advisory Panel (IAAP) for RC selection                                    | 4               |
| 9. Resident Coordinator Assessment Centre sessions  | 1               |
| 10. Resident Coordinator induction workshop   | 1               |
| <b>Recurrent publications</b>   |                 |
| 11. UNSDG Annual Results Report   | 1               |
| <b>Regional coordination</b>  |                 |
| <i>Outputs</i>  | <i>Quantity</i> |
| <b>Other substantive activities</b>   |                 |
| <b>Organization of CEB and/or interagency meetings and activities and contribution to joint outputs</b>   |                 |
| 1. Regional UNSDG meetings organized and serviced   | 12              |
| 2. Regional performance appraisal meetings undertaken   | 6               |
| 3. Regional Operations Management Teams meetings organized  | 6               |
| <b>Group training</b>   |                 |
| 4. UN country teams planning exercises supported and facilitated  | 30              |
| 5. Regional UN Development Assistance Framework (UNDAF) rollout workshops                                 | 6               |
| 6. Training and advisory webinars with field offices  | 12              |
| 7. Support to Business Operations Strategy (BOS) developments and Operation Management Teams              | 12              |
| <b>Technical material for outside users</b>   |                 |
| 8. Technical guidance notes and policy papers for field offices on regional issues                        | 6               |

| <i>Outputs</i>   | <i>Quantity</i> |
|--|-----------------|
| 9. UN Development Assistance Frameworks peer reviewed by regional Peer Support Groups  | 30              |
| 10. Advocacy, communications and position papers on regional issues  | 6               |
| <b>Country coordination</b>  |                 |
| <i>Outputs</i>   | <i>Quantity</i> |
| <b>Substantive servicing of meetings</b>   |                 |
| 1. Joint National/ UN Steering Committee meetings  | 80              |
| 2. Co-Chairing aid effectiveness/development partner coordination mechanisms   | 75              |
| <b>Advisory services at the request of the governments</b>   |                 |
| 3. Guidance, templates and training for the production of country-led SDG reports  | 35              |
| 4. Guidance, templates and training to Voluntary National Reviews for the SDGs   | 30              |
| 5. SDG financing coalitions or strategies  | 25              |
| 6. Guidance, templates and training to governments in mainstreaming human rights into national development policies and programmes | 20              |
| 7. Guidance, templates and training by UNCT to support follow up by host government of UPR recommendations                         | 60              |
| 8. Guidance, templates and training to national Aid Information Management Systems   | 54              |
| <b>Other Substantive activities – Joint products</b>   |                 |
| 9. UN Development Assistance Frameworks  | 30              |
| 10. UN 2030 Vision papers  | 15              |
| 11. UNDAF roadmaps   | 25              |
| 12. UNCT reports to the UPR  | 50              |
| 13. Joint resource mobilization strategies   | 10              |
| 14. Conflict and development analyses  | 7               |
| 15. Joint advocacy strategies  | 20              |
| 16. Facilitation of UNDAF evaluations  | 60              |
| 17. UNCT UNDAF UN-Info platform  | 5               |
| 18. Joint risk assessments   | 15              |
| 19. Joint Business operations strategies   | 10              |

- 1.43 As the new resident coordinator system will be operationalized in 2019, the initial framework of expected results will be further developed as data across entities is harmonized, and based on lessons learned from the implementation of this historic reform.
- 1.44 The distribution of resources for programme of work is reflected in tables 1.13 and 1.14 below.

Table 1.13 **Resource requirements: programme of work**

| <i>category</i>       | <i>2019 resources</i> | <i>Posts</i> |
|-----------------------|-----------------------|--------------|
| Global coordination   | 14 352.7              | 43           |
| Regional coordination | 6 659.4               | 28           |
| Country coordination  | 246 298.7             | 1046         |

**Part I Overall policymaking, direction and coordination**

| <i>category</i>                        | <i>2019 resources</i> | <i>Posts</i> |
|--|-----------------------|--------------|
| <b>Total (net of staff assessment)</b> | <b>267 310.8</b>      | <b>1117</b>  |

**Table 1.14 Requirements by object of expenditure: programme of work**

(Thousands of United States dollars)

|                            | <i>2019 estimates</i> |
|----------------------------|-----------------------|
| Posts                      | 155 202.7             |
| Other staff costs          | 2 490.4               |
| Consultants                | 23 349.7              |
| Travel of staff            | 13 889.5              |
| Contractual services       | 35 924.5              |
| General operating expenses | 28 648.4              |
| Hospitality                | 1 340.0               |
| Supplies and materials     | 1 899.4               |
| Furniture and equipment    | 4 566.2               |
| <b>Total</b>               | <b>267 310.8</b>      |

**Global coordination**

1.45 The distribution of resources for global coordination is reflected in tables 1.15 to 1.17 below.

**Table 1.15 Resource requirements: Global coordination**

| <i>category</i>                        | <i>2019 resources</i> | <i>Posts</i> |
|--|-----------------------|--------------|
| Post                                   | 9 758.9               | 43           |
| Non-post                               | 4 593.8               | —            |
| <b>Total (net of staff assessment)</b> | <b>14 352.7</b>       | <b>43</b>    |

**Table 1.16 Requirements by object of expenditure: Global coordination**

(Thousands of United States dollars)

|                            | <i>2019 estimate</i> |
|----------------------------|----------------------|
| Posts                      | 9 758.9              |
| Other staff costs          | 703.6                |
| Consultants                | 1 110.1              |
| Travel of staff            | 478.5                |
| Contractual services       | 1 219.2              |
| General operating expenses | 904.8                |
| Supplies and materials     | 55.4                 |
| Furniture and equipment    | 122.2                |
| <b>Total</b>               | <b>14 352.7</b>      |

Table 1.17 Post requirements: Global coordination

|                            | <i>Professional and higher categories</i> |            |            |            |            |            |            |            |                 | <i>General Service and related categories</i> |                    | <i>National staff</i>       |                    | <i>Total</i> |
|----------------------------|---|------------|------------|------------|------------|------------|------------|------------|-----------------|---|--------------------|-----------------------------|--------------------|--------------|
|                            | <i>USG</i>                                | <i>ASG</i> | <i>D-2</i> | <i>D-1</i> | <i>P-5</i> | <i>P-4</i> | <i>P-3</i> | <i>P-2</i> | <i>Subtotal</i> | <i>Principal Level</i>                        | <i>Other level</i> | <i>National</i>             |                    |              |
|                            |   |            |            |            |            |            |            |            |                 |   |                    | <i>Professional Officer</i> | <i>Local level</i> |              |
| <b>Global coordination</b> | -   | -          | -          | 2          | 8          | 19         | 11         | -          | 40              | -   | 3                  | -                           | -                  | 43           |

*Posts*

1.46 The amount of \$9,758,900 will provide for 43 posts (2 D-1, 8 P-5, 19 P-4, 11 P-3 and 3 GS-OL) for global coordination to support implementation of the mandate under the programme. Global coordination will be comprised of four divisions as follows:

*The Policy and Programming Branch*

1.47 The Policy and Programme Branch will be comprised of 22 posts (1 D-1, 5 P-5, 12 P-4, 3 P-3, and 1 GS-OL) with functions and responsibilities described in paragraphs 1.47 to 1.51 below.

1.48 A Chief of Branch, Policy and Programme (1 D-1) will supervise the work of the Branch and provide overall leadership and guidance to ensure a coherent and integrated support package to resident coordinators (RCs), resident coordinator office (RCOs) and the United Nations Country Teams (UNCTs) on norm-based Sustainable Development policy development and implementation.

1.49 The five P-5 posts are as follows:

- (a) A Chief of Section, Policy and Innovation (1 P-5) will provide strategic advisory support to the UNDOCO senior management on policy in addition to leading the work of UNDOCO on Sustainable Development innovation while driving innovation and change in the operational work of the United Nations Development System (UNDS) in support of the implementation of the 2030 Agenda.
- (b) A Chief of Section, Partnerships (1 P-5) will lead the work of the Partnerships Section driving UNDOCO's strategic thinking on sustainable development partnerships for the 2030 Agenda. Among the main responsibilities is to ensure implementation of gender mainstreaming guidelines, as well as manage strategic partnerships with external actors in the private sector, academia, philanthropic foundations, policy think tanks, research institutes, as and United Nations entities in support of the work of resident coordinators and UNCTs;
- (c) A Chief of Section, Strategic Finance (1 P-5) will lead the work of UNDOCO on strategic finance support to resident coordinators and UNCTs, and will provide overall strategic guidance to the Joint Fund secretariat, ensuring active collaboration and support of UNDOCO teams to the work of the Joint SDG Fund for Agenda 2030;
- (d) A Senior Programme Officer, Inter-Agency Programme Facilitation (1 P-5) will support resident coordinators and UNCTs on matters relating to system-wide and interagency programming, including United Nations Development Frameworks (UNDAF) and their alignment with Integrated Strategic Frameworks, Humanitarian Response Plans and other system-wide planning and programme frameworks; and,
- (e) A Senior Programme Officer, Innovations (1 P-5) will provide strategic advisory support to the UNDOCO senior management on policy development and



implementation work for the Sustainable Development innovations based on new technologies and methods.

1.50 The twelve P-4 posts are as follows:

- (a) A Sustainable Development Officer, UNDAF/CCA (1 P-4) will provide technical advisory support and guidance on system-wide programming and United Nations Development Assistance Framework (UNDAF)/Common Country Assessment (CCA) to resident coordinators and UNCTs;
- (b) A Sustainable Development Officer, Innovative Finance (1 P-4) will monitor and produce timely and quality analytical inputs and policy research products on innovative finance and finance for development for resident coordinators and UNCT's, alongside organizing and providing support to resident coordinators and UNCTs in those two areas;
- (c) Sustainable Development Officer, Development Coordination Officer and Humanitarian Issues (1 P-4) will provide strategic support for policy development on the humanitarian and development nexus and provide guidance to resident coordinators and UNCTs on lessons learned and good practices. The Sustainable Development Officer will also promote opportunities for the reinvigorated UNDAFs and joint programmes to include, where appropriate, humanitarian elements, especially in protracted crises and transboundary initiatives;
- (d) Human Rights Officer, Human Rights and Normative Agenda (1 P-4) will prepare timely and quality analytical inputs and facilitate system-wide integrated policy support to resident coordinators and UNCTs on human rights and the normative agenda, with a view to ensure SDG implementation in a way that leaves no one behind, while providing strategic and technical advice and ensuring an effective policy-practice feedback;
- (e) Sustainable Development Officer, Knowledge Management (1 P-4) will manage, maintain and enhance knowledge-sharing platforms for the resident coordinator system and the UNSDG in an effort to expand capacities and expertise and encourage knowledge-sharing on best practices in sustainable development across the system;
- (f) Sustainable Development Officer, Resource Mobilization (1 P-4) will analyse funding trends and resource mobilization efforts for the UNSDG, and will forge and maintain partnerships with current and prospective donors to the resident coordinator system, including non-traditional donors;
- (g) Sustainable Development Officer, Development Coordination - International Financial Institutions (1 P-4) will analyse trends in Official Development Assistance (ODA) and monitor developments with respect to UN partnerships with International Financial Institutions (IFIs) in support of the implementation of the 2030 Agenda;
- (h) Sustainable Development Officer, Innovations (1 P-4) will collaborate on knowledge products in support of development and implementation of collective intelligence, with special emphasis on ideas and experiences at the regional and country level. The Sustainable Development Officer will also introduce and test innovative products and processes and deliver learning opportunities to UNDOCO;
- (i) Sustainable Development Officer, Private Sector (1 P-4) will undertake analysis on private sector engagement in sustainable development and contribution to the implementation of the 2030 Agenda. Another main responsibility is to forge and maintain partnerships with private sector actors and United Nations platforms for the

private sector engagement in sustainable development that contributes to the work of the resident coordinator system;

- (j) Sustainable Development Officer, Development Coordination - Post Conflict (1 P-4) will provide policy, technical and operational advice, as well as support to advance sustainable development in crisis and post-crisis contexts and ensure linkages with humanitarian and peace-building policy, planning and programming. Another main responsibility is to forge and maintain strong cross-pillar partnerships with other parties within or outside of the United Nations System with a view of ensuring integrated cross-pillar support to resident coordinators, RCOs and UNCTs;
- (k) Sustainable Development Officer, Development Coordination - Transitions (1 P-4) will facilitate strategic and pro-active engagement by UNCTs in transition planning processes and contribute to the development of joint United Nations transition planning methodologies. The Sustainable Development Officer will participate in the working group on transitions and support joint United Nations lessons learned activities associated with the mission transition process; and,
- (l) Human Rights Officer, Gender (1 P-4) will undertake analysis of United Nations Development System (UNDS) support to gender equality and women's empowerment at the country level and its impact on the implementation of the 2030 Agenda. The Human Rights Officer will also provide technical assistance in the implementation of departmental guidance on gender mainstreaming in all aspects of resident coordinator support processes and provide backstopping to UNCTs on the interpretation of policies and guidance on the implementation of United Nations global frameworks and tools.

1.51 The three P-3 posts are as follows:

- (a) Programme Officer, UN-Info (1 P-3) will support the full and effective rollout of UN Info in close collaboration with UNCTs. UN Info is an online tool for planning, reporting and monitoring UNDAF and Business Operations Strategy (BOS) plans that will facilitate the collaboration of plans along with intuitive data visualization from programmes and business operations. The Programme Officer will also manage the system development requirements and the work of external users of UN-Info;
- (b) Programme Officer, Inter-Agency Programme Implementation and Facilitation (1 P-3) will provide substantive support to RCOs and UNCTs to identify and foster interagency joint programme activities across various mandates or thematic pillars. The Programme Officer will research, analyze and present information gathered from diverse sources to enable the identification of opportunities for cross-sectional joint programming areas, such as gender and youth; and,
- (c) Programme Officer, UNDAF Data Analytics (1 P-3) will develop, update and maintain databases and the UNSDG website section. In addition, the Programme Officer will produce regular analytical inputs on trends and issues emerging from research and analysis work.

1.52 A Programme Assistant (1 GS-OL) will liaise with senior officials internally and externally and serve as the focal point on managing the administration and logistics of all major policy and programming events and workshops.

*The Country Business Strategies Section*

1.53 The Country Business Strategic Section will be comprised of 5 posts (1 P-5, 2 P-4 and 2 P-3) with functions and responsibilities described in paragraphs 1.53 to 1.55 below.

1.54 The Chief of Section, Country Business Strategies (1 P-5) will lead, supervise and ensure the provision of daily business services in support to UNDOCO, regional desks and RCOs,

including work planning, administration and budgeting activities. The Chief of Section will provide strategic advice to UNDOCO senior management on Country Business Strategies and support to the UNCT's through webinars and trainings on Business Operations Strategies' (BOS) implementation to ensure coordination, alignment and full compliance with UNSDG guidelines at the field level.

1.55 The two P-4 posts are as follows:

- (a) Program Officer, Business Operations Strategy (1 P-4) will support UNCTs and UNDOCO regional desks in operationalizing business operations strategies (BOS), quantification of client satisfaction levels and optimization of presence through common premises; and,
- (b) Programme Officer, Common Premises Policy (1 P-4) will manage common premises inter-agency policy and ensure implementation and compliance with UNSDG guidelines. The Programme Officer will lead strategic policy engagement with UNSDG on Common Premises and related issues.

1.56 The two P-3 posts are as follows:

- (a) Program Officer, Common Premises Policy (1 P-3) will provide advice and input on common premises inter-agency policy and ensure implementation and compliance through monitoring activities and preparation of reports on common services progress; and,
- (b) Programme Officer, Business Innovations (1 P-3) will provide technical secretariat support to UNSDG and Business Innovations Strategic Results Group, as well as enhance coordination and knowledge sharing on business innovations across UNSDG task teams.

#### *The Communications and Results Reporting Section*

1.57 The Communications and Results Reporting Section will be comprised of 8 posts (1 P-5, 3 P-4, 3 P-3, and 1 GS-OL) with functions and responsibilities described in paragraphs 1.57 to 1.60 below.

1.58 The Chief of Section, Communications and Results Reporting (1 P-5) will lead the Section and guide its work planning and budgeting activities. The Chief will also direct and guide the section's performance to increase public knowledge of UN development system results through communications mediums, engagement and outreach, as well as head the design and delivery of a common communication strategy.

1.59 The three P-4 posts are as follows:

- (a) Programme Officer, Results Reporting (1 P-4) will manage the production, development, writing, and conceptualization of all UNDOCO results reporting to the UNSDG and the public. The Programme Officer will define and implement a digital content strategy and approach for United Nations Development System communication priorities and programmatic content across digital platforms, and he/she will advise on the latest trends and best practices and benchmarks;
- (b) Programme Officer, Digitization (1 P-4) will oversee standardization of application programme interfaces by UNSDG members and UNCT to advance data interoperability for communications and open data. The Programme Officer will also develop and roll out joint UN communication tools at the country level to increase the use of real-time public engagement; and,
- (c) Programme Officer, Content Management Officer Branding and Products Development (1 P-4) will manage protocols for editorial reviews and clearance

functions for global UNSDG and UNDOCO communications, reporting, and publications, while ensuring quality, clarity and consistency across UNSDG communication products.

- 1.60 The three P-3 posts are as follows:
- (a) Programme Officer, Website and Social Media (1 P-3) will conceptualize and oversee web design for the UNSDG sites to aggregate digital communication investments across the UN system, as well as facilitate technical and advisory support for UNCT websites and integration of open data (UN Info) and data portals, into UNCT websites;
  - (b) Information Management Officer, Reporting and Data - Data Visualization Platform (1 P-3) will provide advisory services on documentation practices including: needs and business process analysis, organization and maintenance of UN information assets, records preservation and disposition and information management policies and procedures, with emphasis on technological applications; and,
  - (c) Programme Officer, Public Information and Transparency (1 P-3) will manage the development, upgrades and maintenance of the UNSDG open data platforms, as well as develop, support and advise on solutions for United Nations Country Teams and UNSDG member agencies on issues related to the transparency of UNSDG data.
- 1.61 Public information Assistant, Media and Communication (1 GS-OL) will provide specialized assistance in the production, delivery and servicing of information communication products and infographic.
- The resident Coordinator Leadership Branch*
- 1.62 The Resident Coordinator Leadership Branch will be comprised of 8 posts (1 D-1, 1 P-5, 2 P-4, 3 P-3, and 1 GS-OL) with functions and responsibilities described in paragraphs 1.62 to 1.66 below.
- 1.63 Chief of Branch, Resident Coordinator Leadership (1 D-1) will provide strategic leadership development advisory support to the UNSDG and UN agencies on Resident coordinator system leadership matters, in addition to leading the work programme of the branch and its budgetary activities including building partnerships, mobilizing resources and managing donor relations. The Chief will report to intergovernmental bodies on budget/programme performance or on programmatic/substantive issues in regard to resident coordinator and UNCT Leadership programmes and activities.
- 1.64 Senior Programme Officer, Resident Coordinator Leadership Solutions (1 P-5) will manage the Resident Coordinator Leadership Solutions team and provide strategic guidance to achieve leadership development outcomes of the United Nations Sustainable Development Group (UNSDG). The role also focuses on establishing and nurturing strategic partnerships with internal and external networks to strengthen the learning and capabilities of resident coordinators and UNCT's.
- 1.65 Two P-4 posts are as follows:
- (a) Programme Officer, Resident Coordinator Succession Management Policy (1 P-4) will develop, design, plan and implement new policies, practices and procedures related to the new Integrated Resident Coordinator Assessment Centre (RCAC), as well as coordinate and provide operational secretariat support to the Interagency Advisory Panel (IAAP) process. The Programme Officer will oversee resident coordinator pools, resident coordinator data trends and analysis to ensure efficient and effective succession planning and management for the resident coordinator system; and,

- (b) Programme Officer, Performance Management Systems (1 P-4) will provide policy guidance for the Assessment for Results and Competencies (ARC) platform for the mutual accountability of resident coordinators and UNCTs, and further develops the policy as required.

1.66 The three P-3 posts are as follows:

- (a) Programme Officer, resident coordinator Leadership Learning and Partnership (1 P-3) will manage the resident coordinator and UNCT leadership learning and development portfolio with a focus on Leadership Exchange Series (LEADX) events, and will provide substantive inputs to the development of policy papers on Resident coordinator system leadership;
- (b) Programme Officer, resident coordinator Selection (1 P-3) will contribute to policy development and the development of standard operating procedures for resident coordinator assessment and selection. The Programme Officer will coordinate the inter-agency voting process and provide technical support to the preparations for the Interagency Advisory Panel (IAAP); and,
- (c) Programme Officer, Leadership Systems (1 P-3) will provide oversight and management of information systems and databases, including automated analytical reporting and data visualizations for the IAAP, resident coordinator pools, Assessment of Results and Competencies (ARC) and resident coordinator leadership databases and datasets. The Programme Officer will also design analytical data models for UN leadership analytics and produce reports to inform on policy analysis and recommendations.

1.67 The Programme Assistant (1 GS-OL) will support the conduct of learning needs assessments, evaluation and surveys to improve approaches to the resident coordinator and UNCT leadership development, and to provide recommendations on the future direction of these approaches. The Programme Assistant will support the preparation of resident coordinator and UNCT performance appraisal meetings and resident coordinator system leadership events.

*Other staff costs*

1.68 The amount of \$703,600 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

*Consultants*

1.69 The amount of \$1,110,100 provides for specialized expertise that is neither available in the Secretariat, nor considered cost-effective to build the related in-house capacity. It is proposed to hire two consultants for each to conduct the following:

- (a) Oracle Advisor at for 12 months to ensure a full roll out of the resident coordinator performance assessment system and support a smooth technical upgrade in response to feedback receive from OICTs after the roll out; and,
- (b) Graphic Design services for 12 months for the relaunching of the branding, standardization of websites development, content and design of the resident coordinator system at the global, regional and country level.

*Travel of staff*

1.70 The amount of \$478,500 provides for the following:

- (a) Three travels by the Chief of resident coordinator system Leadership Branch to participate and assist UNDOCO regional desks in annual performance assessments of UN resident coordinators;
- (b) Two travels by the Human Resource Office to participate and assist UNDOCO regional desks in annual performance assessments of UN resident coordinators;
- (c) Two travels by the Human Resource Office to participate and assist UNDOCO regional desks in annual performance assessments of UN resident coordinators;
- (d) One travel to Europe by the Chief of Policy and Programming Branch to participate in the Fall Session of the United Nations System High-Level Committee on Programmes;
- (e) One travel to Europe by the Chief of Section Country Business Strategies Section to participate in the Spring Session of the United Nations System High-Level Committee on Management;
- (f) Five travels to Regional Desks by the Chief of Policy and Innovations Section to participate in annual UNDAF roll out workshops in those regions and provide for inter-regional exchange of resident coordinator offices and training of regional coordination officers on new systems and guidance on integrated programming developed by the UNSDG;
- (g) Five travels to Regional Desks by the Sustainable Development Officer to participate in annual UNDAF roll out workshops in those regions and provide for inter-regional exchange of resident coordinator offices and training of regional coordination officers on new systems and guidance on integrated programming developed by the UNSDG;
- (h) One travel to Regional Desks by the Chief of Communication and Results Reporting Section to accompany the members of Senior management;
- (i) Five travels to Regional Desks by Public Information Officer (Results Reporting) to participate in UNSDG results reporting workshops in the region;
- (j) Five travels Regional Desks by Sustainable Development Officer (Knowledge Management) to participate in UNSDG knowledge management workshops in the region;
- (k) Five travels Regional Desks by Sustainable Development Officer (Innovative Finance) to participate and facilitate UNSDG Innovative Finance for the SDGs workshops in the region;
- (l) Five travels Regional Desks by Sustainable Development Officer (Development Coordination Officer Humanitarian Issues) to participate and facilitate UNSDG Nexus and integrated planning workshops in the region;
- (m) Five travels Regional Desks by Sustainable Development Officer (Private Sector) to participate and facilitate UNSDG Private Sector engagement and partnership workshops in the region;
- (n) Five travels Regional Desks by Chief Strategic Finance Section to participate and facilitate UNSDG Strategic Finance workshops in the region.
- (o) One travel by the Chief of Partnerships Section and the Sustainable Development Officer for Humanitarian Affairs for three days to Montreaux, Switzerland, to participate in the annual DSRSG retreat;

- (p) Five travels to Regional Desks by the Chief of Section Country Business Strategies Section to participate in annual Business Operations Strategy (BOS) regional roll out workshops in those regions;
- (q) Five travels to Regional Desks by the Programme Officer (Common Premises Policy) to participate in annual Business Operations Strategy (BOS) regional roll out workshops in those regions;
- (r) Three travels to UNDOCO Regional Desks by the Chief of Policy and Programming Branch for three working days each to provide guidance to ensure a coherent and integrated support package to resident coordinators, RCOs and UNCTs on sustainable development policy and implementation and participate in regional UN Sustainable Development Group meetings;
- (s) Three travels to UNDOCO Regional Desks by the Chief Policy and Innovations Section for three working days each to provide guidance to ensure a coherent and integrated support package to resident coordinators, RCOs and UNCTs on sustainable development policy and implementation and participate in regional UN Sustainable Development Group meetings;
- (t) Fifteen travels for the participation of 15 UN resident coordinators in the annual induction training workshop organized in New York for incoming UN resident coordinators; and,
- (u) Five travels to UNDOCO Regional Desks, for three working days each, by one member of the resident coordinator system Leadership Branch team to accompany the UNDOCO ASG in briefings and consultations, and to participate in the Performance Assessment of resident coordinators and UNCTs.

*Contractual services*

1.71 The amount of \$1,219,200 provides for the contractual costs of:

- (a) Data visualization platform services for 12 months period for open data solution and data -driven innovation programs at resident coordinator system;
- (b) Maintenance, technical support and systems development external contractual services for the UNSDG Information Management System;  
Maintenance, technical support and systems development external contractual services for the UNSDG Information Management System;
- (c) Maintenance, technical support and systems development external contractual services for the UNSDG Assessment of Results and Competencies performance appraisal tool for UN resident coordinators and UN country teams;
- (d) Maintenance, technical support and systems development external contractual services for the UNSDG UN-INFO UNDAF online platform;
- (e) Maintenance, technical support and systems development external contractual services for the UNSDG resident coordinator Database;
- (f) Maintenance, technical support and systems development external contractual services for the UNSDG website;
- (g) Fee payment for the services of the resident coordinator Assessment Centre (RCAC); and,
- (h) Training fees for the resident coordinator annual induction workshop in New York for incoming resident coordinators.

*General operating expenses*

- 1.72 The amount of \$904,800 provides for the following:
- (a) Rental of premises for five UNDAF rollout workshops, one in each regional desk location, with participation of UN country team members and resident coordinator office staff of countries rolling out their UNDAF in 2019 and the support of UNDAF programme management officers from regional desks and UNDOCO-headquarters;
  - (b) Rental of premises for five BOS rollout workshops, one in each regional desk location, with participation of UN country team members and resident coordinator Office staff of countries rolling out their new Business Operations Strategies (BOS) and the support of Business Innovations programme management officers from regional desks and UNDOCO-headquarters;
  - (c) Rental of premises for resident coordinator annual induction workshop in New York for new and assigned resident coordinators; and,
  - (d) Communication costs (cell-phone, landline), utilities, courier charges, printing and other sundry items.

*Supplies and materials*

- 1.73 The amount of \$55,400 provides for expendable office supplies and materials, including paper, stationery, data-processing and word-processing supplies.

*Furniture and equipment*

- 1.74 The amount of \$122,200 provides for provides for the replacement of furniture, office automation and other equipment.

**Regional coordination**

- 1.75 The distribution of resources for regional coordination is reflected in tables 1.18 to 1.20 below.

**Table 1.18 Resource requirements: Regional coordination**

(Thousands of United States dollars)

| <i>category</i>                        | <i>2019 resources</i> | <i>Posts</i> |
|--|-----------------------|--------------|
| Regular budget                         |                       |              |
| Post                                   | 5 749.4               | 28           |
| Non-post                               | 910.0                 | –            |
| <b>Total (net of staff assessment)</b> | <b>6 659.4</b>        | <b>28</b>    |

**Table 1.19 Requirements by object of expenditure: Regional Coordination**

(Thousands of United States dollars)

|       | <i>2019 estimate</i> |
|-------|----------------------|
| Posts | 5 749.4              |



**Part I Overall policymaking, direction and coordination**

|                            | 2019<br>estimate |
|----------------------------|------------------|
| Other staff costs          | 86.8             |
| Consultants                | 139.6            |
| Travel of staff            | 511.0            |
| General operating expenses | 135.6            |
| Hospitality                | 30.0             |
| Supplies and materials     | 4.0              |
| Furniture and equipment    | 3.0              |
| <b>Total</b>               | <b>6,659.4</b>   |

**Table 1.20 Post requirements: Regional coordination**

|                              | <i>Professional and higher categories</i> |            |            |            |            |            |            |            | <i>General Service and related categories</i> |                        | <i>National staff</i> |  | <i>Total</i> |    |
|------------------------------|---|------------|------------|------------|------------|------------|------------|------------|---|------------------------|-----------------------|--|--------------|----|
|                              | <i>USG</i>                                | <i>ASG</i> | <i>D-2</i> | <i>D-1</i> | <i>P-5</i> | <i>P-4</i> | <i>P-3</i> | <i>P-2</i> | <i>Subtotal</i>                               | <i>Principal Level</i> | <i>Other level</i>    | <i>National Professional Officer Local level</i> |              |    |
|                              |   |            |            |            |            |            |            |            |   |                        |                       |  |              |    |
| <b>Regional Coordination</b> | -   | -          | 5          | -          | 3          | 11         | 4          | -          | 22  | -                      | -                     | -  | 5            | 28 |

*Posts*

- 1.76 The amount of \$5,749,400 would provide for the establishment of 28 posts (5 D-2, 3 P-5, 11 P-4, 4 P-3, and 5 LL) to support the implementation of the programme. Regional coordination will be comprised of five regional offices staffed as follows: Africa (1 D-2, 1 P-5, 3 P-4, 1 P-3 and 1 LL), Arab States (1 D-2, 2 P-4, 1 P-3 and 1 LL), Europe and Central Asia (1 D-2, 2 P-4, 1 P-3 and 1 LL), Asia and Pacific (1 D-2, 1 P-5, 2 P-4, 1 P-3 and 1 LL) and Latin America and the Caribbean (1 D-2, 1 P-5, 2 P-4 and 1 LL). The regions will follow a similar structure including posts with similar functions and responsibilities as described per post level in paragraphs 1.76 to 1.80 below.
- 1.77 A Regional Director (1 D-2) in each region, will formulate and implement the substantive work programme and budget of the Regional Desk under his/her supervision. In addition to managing the day-to-day operations in the region, the Director's role is to strengthen collaboration and partnership with the Regional Economic Commissions and ensure UNDAFs and joint programmes are supported by and linked to the work of relevant inter-governmental bodies and the networks in the region.
- 1.78 A Senior Programme Officer, Regional Coordination (1 P-5) in the three largest regions of coverage will coordinate regional efforts on policy/normative work and system coherence in the resident coordinator system and lead the organization of regional fora. The Senior Programme Officer will also oversee support to resident coordinators, UNCTs and RCOs in programming and country business strategies, as well as ensure support to UNSDG Regional Chair and DOCO Director in conducting resident coordinator and UNCT performance appraisals.
- 1.79 P-4 posts with the following functions:
- (a) A Sustainable Development Officer, UNDAF Programme and Partnership (2 P-4 for Africa, 1 P-4 for other regions) will support the resident coordinators and UNCT to ensure quality and timely integrated support to Member States in the implementation of the 2030 Agenda through the UNDAF development. He/she will also facilitate

relevant UNDAF formulation processes and other related country-level programming; and,

- (b) A Regional Liaison and Sustainable Development Officer (5 P-4), for each UNSDG region, will be responsible for liaison in HQ with UNDOCO Regional Desks through regional inter-agency coordination and networking and engagement in global policy discussions to ensure coverage of regional dimensions and will participate in HQ fora and specific inter-agency or expert task forces or working groups relevant to the region.

1.80 A Programme Officer, Reporting, Monitoring and BOS Officer (1 P-3) in each region will support the identification, collection and monitoring of UN common data and indicators, guide resident Coordinators and UNCTs on the use of the UN Sustainable Group Information Management System, provide capacity building support to strengthen the monitoring and evaluation of development results, and provide substantive support to the development of Business Operations Strategies (BOS).

1.81 A Programme Assistant (1 LL) will support the planning and implementation of activities for the Regional Director UNDOCO. The Programme Assistant will assist in the overall functioning of the regional desk including tracking of financial resources, progress on workplans, and operational support activities such as procurement, travel and leave management.

*Other staff costs*

1.82 The amount of \$86,800 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

*Consultants*

1.83 The amount of \$139,600 provides for analysis and support for the development of regional and sub-regional initiatives and programmes of the UNSDG:

*Travel of staff*

1.84 The amount of \$511,000 provides for the following:

- (a) One travel to New York by each of the five Regional Director for three working days for consultations with the United Nations bodies and other counterparts who might be relevant for the mandate);
- (b) Twenty-five travels within the region for each of the five Regional Directors and senior staff to participate in UN country team visits, provide troubleshooting support, oversee implementation of UNDSG agreements and guidance, and engage with national counterparts);
- (c) Forty travels to countries within the regions by each of the five Programme Officer (BOS) to participate in Business Operations Strategies strategic retreats in countries in their respective regions); and,
- (d) Forty-nine travels to countries within the region by each of the five Sustainable Development Officer (UNDAF Programming and Partnership) to participate in UN country team strategic planning and consultation retreats in the thirty-nine country that will be rolling out their new UNDAFs in 2019).

*General operating expenses*

1.85 The amount of \$135,600 provides for communication costs (cellphone, landline), utilities, courier charges, printing and other sundry items.

*Hospitality*

- 1.86 An amount of \$30,000 is assigned for each of the five regional offices at \$6,000 per office to cover expenses of official receptions with country officials, Member States and UN agencies.

*Supplies and materials*

- 1.87 The amount of \$4,000 provides for expendable office supplies and materials, including paper, stationery, data-processing and word-processing supplies.

*Furniture and equipment*

- 1.88 The amount of \$3,000 provides for the replacement of furniture, office automation and other equipment.

**Country coordination**

**Resource requirements: \$231,854,500**

- 1.89 The distribution of resources for country coordination is reflected in tables 1.21 to 1.23 below.

**Table 1.21 Resource requirements: Country coordination**

(Thousands of United States dollars)

| <i>category</i>                        | <i>2019 resources</i> | <i>Posts</i> |
|--|-----------------------|--------------|
| Regular budget                         |                       |              |
| Post                                   | 139 694.4             | 1046         |
| Non-post                               | 106 604.3             | -            |
| <b>Total (net of staff assessment)</b> | <b>246 298.7</b>      | <b>1046</b>  |

**Table 1.22 Requirements by object of expenditure: Country coordination**

(Thousands of United States dollars)

|                            | <i>2019 estimate</i> |
|----------------------------|----------------------|
| Posts                      | 139 694.4            |
| Other staff costs          | 1 700.0              |
| Consultants                | 22 100.0             |
| Travel of staff            | 12 900.0             |
| Contractual services       | 34 705.3             |
| General operating expenses | 27 608.0             |
| Hospitality                | 1 310.0              |
| Supplies and materials     | 1 840.0              |
| Furniture and equipment    | 4 441.0              |
| <b>Total</b>               | <b>246 298.7</b>     |

Table 1.23 Post requirements

|                             | <i>Professional and higher categories</i> |            |            |            |            |            |            |            |                 | <i>General Service and related categories</i> |                    | <i>National staff</i>       |                    | <i>Total</i> |
|-----------------------------|---|------------|------------|------------|------------|------------|------------|------------|-----------------|---|--------------------|-----------------------------|--------------------|--------------|
|                             | <i>USG</i>                                | <i>ASG</i> | <i>D-2</i> | <i>D-1</i> | <i>P-5</i> | <i>P-4</i> | <i>P-3</i> | <i>P-2</i> | <i>Subtotal</i> | <i>Principal Level</i>                        | <i>Other level</i> | <i>National</i>             |                    |              |
|                             |   |            |            |            |            |            |            |            |                 |   |                    | <i>Professional Officer</i> | <i>Local level</i> |              |
| <b>Country coordination</b> | -   | 12         | 36         | 81         | 131        | 65         | -          | -          | 325             | -   | -                  | 459                         | 262                | 1046         |

*Posts*

1.90 The amount of \$139,694,400 would provide for the establishment of 1,046 posts (12 ASG, 36 D-2, 81 D-1, 131 P-5, 65 P-4, 459 NPO and 262 LL) as shown in the table above to support implementation of the programme. Country coordination will be comprised of 131 country offices and resident coordinators with the functions and responsibilities of the posts at each level described below.

1.91 The resident coordinator (1 ASG, or 1 D-2, or 1 D-1, depending on context complexity and UNCT size) will lead the coordination of operational activities for development of the United Nations and system-wide accountability on the ground in support of countries in their implementation of the 2030 Agenda for Sustainable Development. He/she will lead the development, implementation, monitoring and reporting of the UNDAF, in full consultation and agreement with national governments. He/she will ensure alignment of agency programmes and inter-agency pooled funding for development with national development needs and priorities. He/she will ensure the engagement on and pursuance of the UN's normative agenda, as per the ratified global and regional treaties and conventions and in support of the national capacity development in both normative and operational areas, in accordance with respective mandates and based on the UN's comparative advantage, roles and responsibilities. As the Designated Officer, the resident coordinator will ensure effective coordination of country-level security and safety of all UN staff and dependants and will lead the inter-agency Security Management Team. Resident coordinators will continue to be double-hatted as Humanitarian Coordinators (HC), and triple-hatted as Deputy Special Representatives of the Secretary-General (DSRSG), in relevant contexts.

1.92 A Senior Development Coordination Officer, Strategic Planning/Team Leader (1 P-5), will provide strategic advice to the resident coordinator and the UNCT to ensure effective, quality and timely UN support to the programme country in the implementation of the 2030 Agenda for Sustainable Development through a new generation Common Country Analysis and UNDAFs. The incumbent will develop and leverage partnerships to facilitate resource mobilization for the UNDAF and knowledge-sharing while positioning the UN as a key provider of integrated services and platform in support of the SDGs. He/she will also oversee implementation of the Business Operations Strategy and promote a culture of continuous improvement and client-orientation in operational service delivery, while also managing the resident coordinator office to ensure coordination and adherence to organizational policies and procedures. Finally, he/she will promote knowledge management and capacity development in and outside the UN System.

1.93 A Development Coordination Officer, Economist (1 P-4 or 1 NPO), will lead evidence-based SDG analysis in support of a shared understanding by the UNCT of sustainable development trends, best practice, challenges and opportunities in programme countries. He/she will provide quality and innovative policy advice services to the resident coordinator and UNCT, national counterparts in government and other relevant partners. He/she will also be responsible for providing advice to the UNCT in the development of new generation SDG

programmes with a strong investment orientation and focus on economic-focused indicators and accelerated achievement of the SDGs. The incumbent will establish, lead and contribute to economic thinking, financing for development, SDG knowledge generation and management through communities of practice and knowledge networks.

- 1.94 A Development Coordination Officer, Programme Communication and Advocacy (1 NPO), will provide guidance and support to the resident coordinator and UNCT in designing, implementing and monitoring the UN joint advocacy and communication strategy, promoting the UNDAF as the most important instrument for planning and implementation of UN development activities in country, in support of the implementation of the 2030 Agenda for Sustainable Development. He/she will expand public outreach around the role of the UN and the collective 2030 Agenda for Sustainable Development through engagement of key traditional and non-traditional partners. He/she will work closely with the media, manage digital external platforms including the UN social media presence, support the production of UN publications and provide advice on the use of the joint UN brand at country level.
- 1.95 A Monitoring and evaluation Officer, Data management and Results monitoring/reporting (1 NPO), will monitor and report on UNCT results under the UNDAF and will serve as key advocate for knowledge sharing at country and regional levels. He/she will also provide support to the development and implementation of evaluation plans. He/she will also provide substantive support for the development and implementation of the UNCT's data and research strategy in alignment with the Common Country Assessment and UNDAF through the application of empirical analysis, data mining and visualization to develop reports on a range of sustainable development topics. He/she will develop and expand strategic research and data partnerships, including with UN entities at regional and HQ level, government counterparts, research institutes and civil society.
- 1.96 A Development Coordination Officer, Partnerships and Development Finance (1 NPO), will support the planning and coordination of UN partnerships through the development and implementation of the UN Partnership Strategy in alignment with, and in support of, the UNDAF, for locally-tailored strategies and initiatives. He/she will also develop external relations to strengthen and influence the debate with partners to improve development assistance policies and practices. In alignment with the Common Country Assessment/UNDAF and Mainstreaming, Acceleration and Policy Supports (MAPS), he/she will provide technical and advisory support on Financing for Development to the resident coordinator/UNCT including the analysis of new and innovative financing mechanisms.

*Other staff costs*

- 1.97 The amount of \$1,700,000 provides for:
- (a) A recruitment campaign across UNDP country offices for potentially 900 personnel in the amount of \$980,000 which necessitates dedicated stand-alone resources that are not captured through the ongoing administration of respective resident coordinator offices; and,
  - (b) Separation costs in the amount of \$720,000 for staff in the resident coordinator offices that are unable to transition to the resident coordinator system.

*Consultants*

- 1.98 The amount of \$22,100,000 provides for:
- (a) In countries rolling out their new UNDAFs, one facilitator to facilitate UNDAF strategic prioritization workshop of the UN country team and external partners, including host government counterparts and UNDAF partners;

- (b) In countries rolling out their new UNDAFs, one sustainable development analysis level assisting with development of the UNDAF Common Country Assessment (CCA);
- (c) In countries completing UNDAF cycle, two evaluation advisors to undertake evaluation of the UN country teams' UN Development Assistance Framework; and
- (d) One facilitator to facilitate the annual UN country team planning workshop.

*Travel of staff*

- 1.99 The amount of \$12,900,000 provides for \$100,000 in travel resources for each resident coordinator office:
- (a) One travel to New York by the UN resident coordinator to participate in meetings and briefings with UNDOCO, mechanisms of the UNSDG and New York based UN development system entities;
  - (b) Two travels to the regional desk of the UNSDG by the UN resident coordinator to participate in interagency discussions and debriefing on regional issues, as well as engage with the Regional Economic Commission;
  - (c) One travel to the regional countries or donor capitals by the UN resident coordinator to mobilize resources for the Programme Country national priorities;
  - (d) Ten travels within country to participate in national and sub-national events and meetings.
    - (i) Four travels by Strategic Planner/Team Leader or other RCO staff to participate in the regional UNDAF rollout workshop, Business Operations Strategy rollout workshop or other regional meetings, including meetings of the regional economic commission;
    - (ii) Five travels by the *Strategic Planner/Team Leader* in country Office to participate in field monitoring visits to UNCT projects;
    - (iii) One travel by the Sustainable Development Coordination Officer to the regional desk location to participate in the regional UNSDG discussion on regional sustainable development issues;
  - (e) Ten travels by the Data and Results Officer, Communication Officer or other RCO national officers to participate in field visits to UNCT projects.

*Contractual services*

- 1.100 The amount of \$34,705,300 provides for:
- (a) Direct costs in the amount of \$19,607,991 as part of the turn-key solution whereby UNDP is responsible for all direct administrative support - which includes human resources, budget and finance, procurement and general administration, defined as standard services. The diffused arrangements in 131 locations of relatively small RCO presence decreases the possibility for realizing efficiencies through scale. Ad-hoc and non-standard services outside of the turnkey solution (for example travel and other activities such as consultants, workshops) will be charged directly based on the regular Universal Price List maintained by UNDP;
  - (b) A 4 per cent fee in the amount of \$3,715,534. UNDP uses a Management Services Arrangement for the administration of the staffing component given it is necessary to recognise the nature of this component and hence the costing is exceptionally at 4 per cent;

- (c) An 8 per cent fee for total non-staff costs including travel and direct costs in the amount of \$4,931,759 as endorsed by the UNDP Executive Board for recovery of non-core contributions. UNDP will provide a turnkey solution whereby UNDP is responsible for all direct administrative support, which includes human resources, budget and finance, procurement, and general administration, defined as standard services. Ad-hoc and non-standard services will be charged directly based on the locally maintained price list. The diffused arrangements in 131 locations of relatively small resident coordinator office presence decreased the possibility of realizing efficiencies through scale; and
- (d) Contractual services in the amount of \$6,450,000 in support of coordination activities to include renting venues and conference facilities to convene stakeholders to advance the 2030 Agenda for Sustainable Development in line with national needs and priorities.

#### *General Operating Expenses*

1.101 The amount of \$27,608,000 provides for:

- (a) Rental of premises in the amount of \$10,370,000 that funds actual costs of current UNDP country offices on a pro-rata basis for 8 staff members based on a square meter unit charged estimated to the standard space allocation to UN staff members. In addition, the estimate includes a standard charge per annum of \$50,000 for those offices that are currently rent free under the UNDP Standard Basic Assistance Agreement (SBAA). As of 1 January 2019, the offices under the SBAA may be required to pay rent subject to any host country agreement negotiated between UNDP and the host government;
- (b) Premises alternations in the amount of \$6,669,000 that constitutes an amount of \$50,000 per annum per office for alternations to accommodate the additional personnel that will comprise a resident coordinator office;
- (c) Operating expenses for utilities, contracted security, information and communication technology costs, and common services in the amount of \$6,513,000 based on actual costs of current UNDP country offices on a pro-rata basis for staff in the resident coordinator offices; and
- (d) Rental of vehicles, including fuel and maintenance costs, in the amount of \$4,056,000, that is based on actual costs of current UNDP country offices on a pro-rata basis for two vehicles per resident coordinator office. This provides a total of 262 vehicles with an additional \$1,000 per vehicle per calendar month for fuel and maintenance.

#### *Hospitality*

1.102 The amount of \$1,310,000 provides for: \$10,000 per resident coordinator office in 131 countries that will provide for the cost of official functions held for meeting officials of host countries and Member States.

#### *Supplies and materials*

1.103 The amount of \$1,840,000 provides for \$146 per staff member per calendar month per office for general office supplies and materials.

#### *Furniture and equipment*

1.104 The amount of \$4,441,000 provides for:

- (a) For a new laptop and cell phone for each staff member at \$2,000 and \$1,000 per unit respectively based on actual inventory in the UNDP country offices; and

- (b) For furniture and equipment based on actual inventory costs in UNDP country offices for seven persons (excluding the driver), rental of furniture for each staff member at \$150 per calendar month.

### C. Programme support

*Resource requirements: \$4,010,400*

*Resource requirements: 11,573,300*

- 1.105 Programme support to the resident coordinator system is provided by the resident coordinator system Business Management Branch in the UN Development Operations Coordination Office, with the overall objective of managing the operations of the resident coordinator system to ensure full accountability and oversight of the resident coordinator system. To this end, the resident coordinator system Business Management Branch provides daily business services and administrative support to UNDOCO at headquarter level, including on human resources, information technology, finance, travel and procurement, as well as systems platform management. It is responsible for the development, oversight, and reporting for UNDOCO's HQ workplan and budget. It manages the operational relationship with the service provider of the resident coordinator system. It advises and provides back-stopping support on business services to UNDOCO's regional desks and resident coordinator offices. It coordinates and oversees resident coordinator system results based budgeting and regular reporting, including to the Fifth Committee. Finally, it is responsible for financial management and financial reporting on all sources of funds for the resident coordinator system.
- 1.106 The distribution of resources for programme support is reflected in tables 1.24 to 1.26 below.

Table 1.24 **Resource requirements: programme support**

| <i>category</i>                        | <i>2019 resources</i> | <i>Posts</i> |
|--|-----------------------|--------------|
| Post                                   | 3 258.0               | 16           |
| Non-post                               | 8 315.3               | –            |
| <b>Total (net of staff assessment)</b> | <b>11 573.3</b>       | <b>16</b>    |

Table 1.25 **Summary of requirements by object of expenditure: programme support**

(Thousands of United States dollars)

|                            | <i>2019 estimate</i> |
|----------------------------|----------------------|
| Posts                      | 3 258.0              |
| Other staff costs          | 255.9                |
| Travel of staff            | 165.0                |
| Contractual services       | 7 500.8              |
| General operating expenses | 329.0                |
| Supplies and materials     | 20.1                 |
| Furniture and equipment    | 44.4                 |
| <b>Total</b>               | <b>11 573.3</b>      |



Table I.26 Post requirements

|                          | <i>Professional and higher categories</i> |            |            |            |            |            |            |            |                 | <i>General Service and related categories</i> |                    | <i>National staff</i>       |                    | <i>Total</i> |
|--------------------------|---|------------|------------|------------|------------|------------|------------|------------|-----------------|---|--------------------|-----------------------------|--------------------|--------------|
|                          | <i>USG</i>                                | <i>ASG</i> | <i>D-2</i> | <i>D-1</i> | <i>P-5</i> | <i>P-4</i> | <i>P-3</i> | <i>P-2</i> | <i>Subtotal</i> | <i>Principal Level</i>                        | <i>Other level</i> | <i>National</i>             |                    |              |
|                          |   |            |            |            |            |            |            |            |                 |   |                    | <i>Professional Officer</i> | <i>Local level</i> |              |
| <b>Programme support</b> | -   | -          | -          | 1          | 3          | 4          | 3          | -          | 11              | 1   | 4                  | -                           | -                  | 16           |

*Posts*

- 1.107 The amount of \$3,258,000 would provide for the establishment of 16 posts (1 D-1, 3 P-5, 5 P-4, 2 P-3, 1 GS-PL and 4 GS-OL). The Business Management Centre will be staffed by the following posts.
- 1.108 The Chief of Branch, System Business Management (1 D-1) will oversee the strategic managerial oversight of the UNDOCO, including monitoring and implementation of strategic plans, and ensure the set-up of required planning and reporting for the resident coordinator system. In addition to leading, supervising and carrying out the work of the Branch, the Chief will coordinate the support for the implementation of Business Operations Strategies (BOS) to help optimize operational activities at the county level by eliminating duplication and by leveraging economies of scale and comparative advantages. He/she will also represent UNDOCO on operational matters at international, regional or national meetings.
- 1.109 The three P-5 posts are as follows:
- A Senior Human Resources Officer (1 P-5) will develop strategic human resources policy advice for the senior management of UNDOCO on the resident coordinator system and advise senior management on contractual issues for the resident coordinators, their offices and the UNDOCO regional desks;
  - A Chief of Section, Global Programme Finance (1 P-5), will oversee the development and compliance of finance and results-based management policies and strategies as per General Assembly requirements to enable a system-wide approach and reporting for the entire resident coordinator system at all levels, headquarters, regions and countries. The Chief will produce a global framework to integrate country and regional level results data for analysis, reporting and results-based budgeting; and
  - A Chief of Section, Global resident coordinator system Operations (1 P-5), will provide strategic advisory support to the UNDOCO senior management on the implementation of the resident coordinator system operations and deliver policy guidance to the Chief of Branch on the development and management of overall strategies, and inter-divisional/departmental policies and procedures. The Chief will manage the support of operational services in the field as well as at UNDOCO Headquarters.
- 1.110 The five P-4 posts are as follows:
- A Programme Officer (1 P-4) will provide substantive support to the oversight of the UNSDG, including strategic planning, monitoring and reporting to the General Assembly. The Programme Officer will perform operational risk management analysis of financial allocations, develop reporting tools and deliver reports ensuring

the UNSDG information management system compatibility with the requirements of the resident coordinator system;

- (b) A Finance and Budget Officer (1 P-4) will provide substantive support to the Chief, Global Programme Finance Section, in the management of all financial resources, including planning, monitoring and reporting. Responsibilities will include substantive support to the resident coordinator system budget management and ensuring effective and accurate financial resources planning, management, oversight, and reporting;
- (c) An Information Management Officer, Integrated RC Systems Information Platforms (1 P-4), will contribute to the formulation of overall policies, procedures, objectives and guidelines affecting the strategic development and management of UNDOCO platforms in liaison with substantive managers to ensure the viability of development needs and the rationalization and the efficiency of the management of UNSDG platforms, databases and networks, delivery of reference services, archival description and systems management;
- (d) A Programme Officer, Strategic Planning (1 P-4) will manage the integrated UNDOCO work planning process and support UNDOCO strategic planning, budget management and reporting, specifically the Branch's workplan and budget. The Programme Officer will provide strategic support in the development of the strategic planning process to be undertaken by the UNSDG to determine the strategic priorities and results framework for the RC System; and
- (e) An Administrative Officer, Global resident coordinator system Operations (1 P-4) will provide operational support to the resident coordinator system both in the field and Headquarters. The Administrative Officer will contribute to the development of operational policies for the resident coordinator system and propose solutions for operational issues at the country and regional levels.

1.111 The two P-3 posts are as follows:

- (a) A Procurement Officer (1 P-3) will plan, develop and manage all procurement and contractual aspects of projects of significant complexity related to worldwide procurement of diverse services and commodities. The Procurement Officer will advise the resident coordinator offices and UNCTs on the proper adoption of procurement guidelines as specified in the United Nations Secretariat; and
- (b) A Finance and Budget Officer (1 P-3) will contribute to the design of Headquarters finance business processes, provide strategic support to the resident coordinator offices and UNCTs on financial issues and clarify the content of internal Standards Operation Procedures (SOP) in the area of finance. The Finance and Budget Officer will also provide guidance to resident coordinator offices and UNCTs on the preparation of budgets, analysis, reporting on approval processes.

1.112 A Finance and Budget Assistant (1 GS-PL) will provide technical support for budget planning, administer cost recovery system and monitor contributions, as well as assist managers in the explanation of resource requirements for budget submissions.

1.113 The four General Service-Other Level posts are as follows:

- (a) An Information Systems Assistant (1 GS-OL) will ensure compliance with corporate information systems management and technology standards, guidelines and procedures for the UNDOCO technology environment. The Assistant will support help desk functions for UNSDG platforms and organize trainings for the UNDOCO staff on information systems issues;

- (b) A Procurement Assistant (1 GS-OL) will serve as a focal point for logistics and events in UNDOCO and support the Procurement Officer in the implementation of procurement strategies and actions;
- (c) A Human Resources Assistant (1 GS-OL) will manage the help desk function for inter-agency human resources issues by tracking, routing and monitoring queries within UNDOCO to ensure timely responses. The Assistant will support the Human Resources Officer in the recruitment process including preparation of job descriptions, job classification, vacancy announcements, screening of candidates and preparation of documentation for the review process; and
- (d) A Programme Assistant (1 GS-OL) will provide administrative support to the Chief of Branch and draft communications related to all aspects of programme/project operations, including work plan and budgets, revisions and other related issues.

*Other staff costs*

- 1.114 The amount of \$255,900 provides for general temporary assistance, payroll management, learning costs and overtime required during peak workload periods.

*Travel of staff*

- 1.115 The amount of \$165,000 provides for the following:
- (a) Five travels to each of the five Regional Desks by the Chief of resident coordinator system Business Management Branch and Programme Officer for three working days to meet with Regional Directors and their teams to support them with business operations work, through training, advice and guidance; and,
  - (b) Twenty-five travels to Programme countries and Regional Desks to support with business operations work through training, advice and guidance.

*Contractual services*

- 1.116 The reinvigoration of the resident coordinator system will result in an increase in client services managed by the UN Secretariat that would require a wide range of services by offices at UNHQ, including the Department of Management (Office of Human Resources Management and Programmes, Plans and Budget Division), the Office of Central Support Services, the Office of Information, Communication and Technology and the Office of Legal Affairs. The cost of the services is estimated at \$7,500,800.

*General Operating Expenses*

- 1.117 The amount of \$329,000 provides for communication costs, which includes cell phone, landline, utilities, courier charges, and printing.

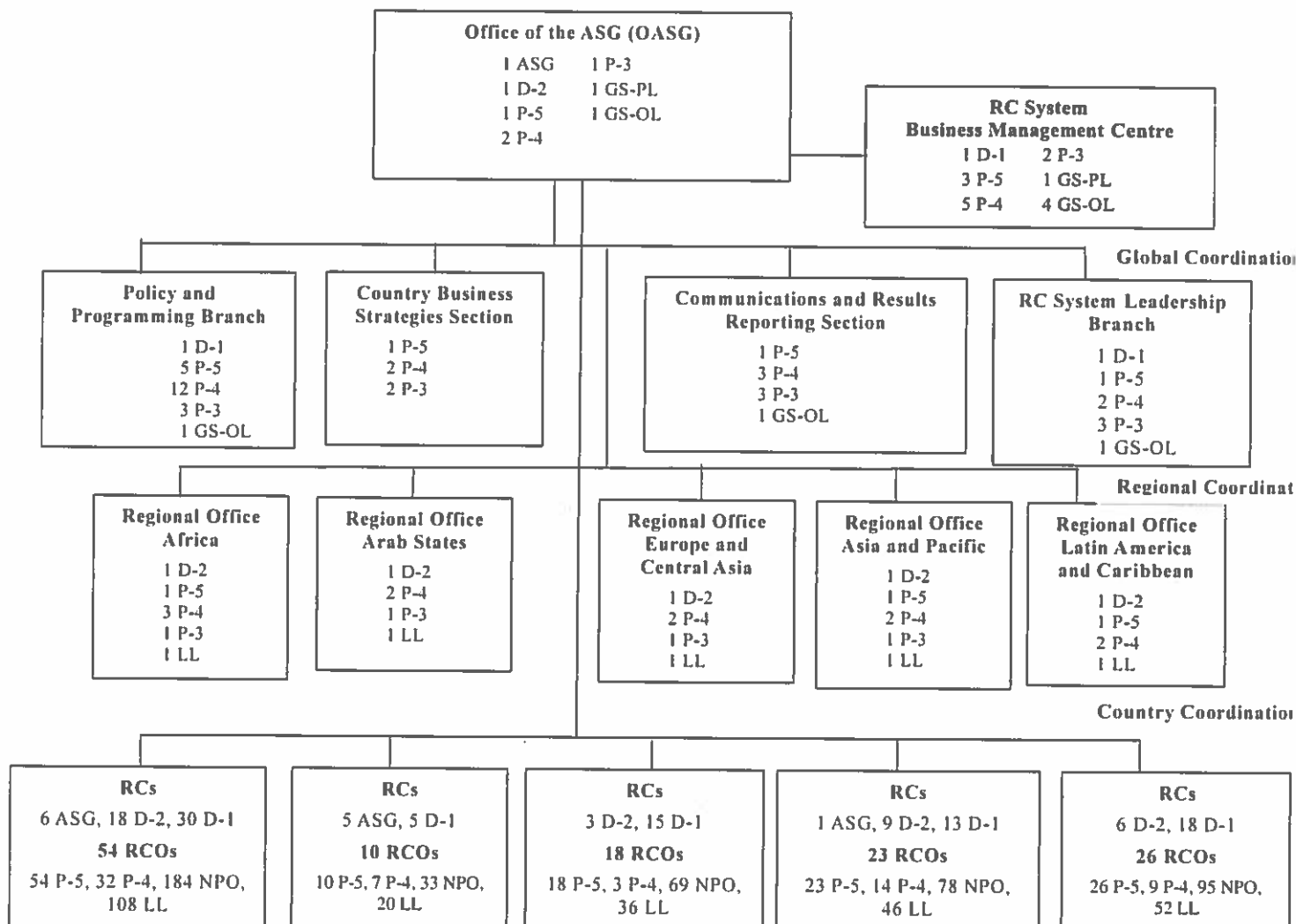
*Supplies and materials*

- 1.118 The amount of \$20,100 provides for daily office supplies and materials.

*Furniture and equipment*

- 1.119 The amount of \$44,400 provides for the replacement of office equipment.

**Annex III**  
**Organizational structure and post distribution for 2019\***



\* The chart only reflects posts to be funded through the special purpose trust fund during the 2018-2019 biennium

\*\* Regional coordination offices and United Nations Country Teams by region

**Asia and Pacific (AP) region:** Afghanistan, Bangladesh, Bhutan, Cambodia, China, Cook Islands, DPR Korea, Fiji, India, Indonesia, Iran, Kiribati, Lao PDR, Malaysia, Maldives, Marshall Islands, Micronesia, Mongolia, Myanmar, Nauru, Nepal, Niue, Pakistan, Palau, Papua New Guinea, Philippines, Samoa, Solomon Islands, Sri Lanka, Thailand, Timor-Leste, Tokelau, Tonga, Tuvalu, Vanuatu, Vietnam.

**Europe and Central Asia (ECA) region:** Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Kosovo (UNSCR 1244), Kyrgyzstan, Moldova, Montenegro, Serbia, Tajikistan, the former Yugoslav Republic of Macedonia, Turkey, Turkmenistan, Ukraine, and Uzbekistan.

**East and Southern Africa (ESA) region:** Angola, Botswana, Burundi, Comoros, Eritrea, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, South Africa, South Sudan, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe.

**Latin America and Caribbean (LAC) region:** Argentina, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Venezuela.

**Arab States region:** Bahrain, Iraq, Jordan, Kuwait, Lebanon, Palestine, Saudi Arabia, Syria, the United Arab Emirates, Yemen.



## **Annex 6: Quality Assurance checklist for appraisal of programmes and projects<sup>1</sup>**

File number/F2 reference: 2018-42574

Programme/Project name: *Denmark's support to the reform of the United Nations Development System - Proposed Danish contribution of total 70 mill. DKK to the reinvigorated United Nations Resident Coordinator System, 2019-2021*

Programme/Project period: 2019-2021

Budget: Total 70 million DKK

Presentation of quality assurance process: *Due to the short time from the approval of the General Assembly resolution 72/279 on 31 May 2018 and the official launch of the implementation of the reform on 1 January 2019, including the UN's urgent need for frontloaded funding, only a very short time was available to collect the needed information and to formulate the project document. As per agreement by the Head of the Office for Multilateral Cooperation and Climate (MKL) and the Head of the Office of Technical Quality Support (KFU), the normal process, as per the Aid Management Guidelines, for project above 39 mill. DKK was therefore shortened. As an alternative to the presentation to the Danida Programme Committee as well as a formal appraisal, an internal appraisal between MKL, KFU and the Danish Permanent Mission to the UN in New York, was held on 12 November 2018.*

The design of the programme/project has been appraised by someone independent who has not been involved in the development of the programme/project.

*Comments: Throughout the formulation of the project document, MKL has had a close contact with KFU, including on the adherence to the Aid Management Guidelines. Moreover, a Senior Advisor based in MKL, who was not involved in the development of the project, has followed the process closely and has provided advice during the formulation of the project document.*

The recommendations of the appraisal has been reflected upon in the final design of the programme/project.

*Comments: Comments from the internal appraisal on 12 November, including written comments from KFU, have been reflected. Among other things, the internal appraisal focused on the importance of monitoring the further refinement and formulation of the Results Framework for the reinvigorated RC-system as well as other information moving forward, through relevant oversight bodies, by the MFA and the Permanent Mission to the UN in New York*

The programme/project complies with Danida policies and Aid Management Guidelines.

*Comments: The main elements are provided through the supporting documents provided by the UN Secretariat, in adherence to the Danida policies and Aid Management Guidelines, as well as through a dialogue with relevant partners. As mentioned above, the MFA and the Permanent Mission to the UN in New York will monitor the further refinement and formulation of the*

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<sup>1</sup> This Quality Assurance Checklist should be used by the responsible MFA unit to document the quality assurance process of appropriations where TQS is not involved. The checklist does not replace an appraisal, but aims to help the responsible MFA unit ensure that key questions regarding the quality of the programme/project are asked and that the answers to these questions are properly documented and communicated to the approving authority.

*Results Framework for the reinvigorated RC-system as well as other information moving forward, through relevant oversight bodies and through a continued dialogue with partners, including a possible midterm review.*

The programme/project addresses relevant challenges and provides adequate responses.  
*Comments: yes. It has been acknowledged by the Secretary-General as well as the Member States, that the UNDS system needs to be strengthened with a view of making it fit for purpose and to fully support the realization of the 2030 Agenda. The reinvigorated RC-system is a central component to this end.*

Issues related to HRBA/Gender, Green Growth and Environment have been addressed sufficiently.  
*Comments: While these crosscutting priorities are not explicitly addressed in the supporting documents, a reinvigorated RC-system is expected to improve coordination and efficiency of the entire UNDS for delivering improved sustainable development outcomes across the 17 SDGs.*

Comments from the Danida Programme Committee have been addressed (if applicable).  
*Comments: N/A*

The programme/project outcome(s) are found to be sustainable and is in line with the partner's development policies and strategies. Implementation modalities are well described and justified.  
*Comments: The purpose of the reinvigorated RC-system, as well as the reform of the UNDS in general, is exactly to make the UNDS better at adhering to its overall mandate, i.e. the 2030 Agenda and its realization. While a significant portion of the necessary funding to is expected to derive from a 1 per cent levy and a doubling of the UNSDG cost-sharing agreement, voluntary contributions by Member States are expected in the short to medium-term. The Secretary-General will present a report before the end of the 75<sup>th</sup> session of the General Assembly which will include recommendations for future arrangements with a focus on establishing a sustainable and predictable funding set-up after the inception phase.*

The results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.  
*Comments: due to the early stages of the process of implementing the reinvigorated RC-system, the results framework will be further developed as data across UN entities are harmonized and based on lessons learned from the implementation of the reform. The monitoring framework, including annual reports by the Secretary-General and the Deputy Secretary-General, is considered to be sufficient. Moreover, the Danish MFA, the Danish Permanent Mission to the UN in New York, through relevant oversight bodies (e.g. the ECOSOC) and inputs from relevant Danish embassies, will monitor the further refinement and formulation of the Results Framework for the reinvigorated RC-system as well as follow the monitoring of results and outcome closely.*

The programme/project is found sound budget-wise.  
*Comments: The UN Secretariat has presented the budget for 2019 (281 mill. USD), which is slightly below the initial budget proposal that informed the negotiations of the General Assembly resolution 72/279 (290 mill. USD). The budget for 2019 seems sound and viable. It is anticipated that this will more or less be the annual budget frame going forward.*

The programme/project is found realistic in its time-schedule.

*Comments: The implementation plan for 2019-2021 is considered to provide an adequate outline of expected milestones and activities to implement the proposed reform.*

Other donors involved in the same programme/project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored.

*Comments: The mandate to reinvigorate the RC-system, including the creation of the SPTF, stems from the Member States. As the financial support to the project will be provided through a trust fund, harmonised common procedures for funding and monitoring are in place. The MFA will furthermore explore opportunities for monitoring and evaluation in collaboration with likeminded donors, including a possible mid-term review of the project.*

Key programme/project stakeholders have been identified, the choice of partner has been justified and criteria for selection have been documented.

*Comments: The UN is the most relevant partner for supporting reform of the UN. The identification of stakeholders for the reinvigorated RC-system, has been established through the negotiations of the General Assembly resolution 72/279.*

The executing partner(s) is/are found to have the capacity to properly manage, implement and report on the funds for the programme/project and lines of management responsibility are clear.

*Comments: this is the first time that the UNDOCO will assume responsibility for managing a trust fund. However, the strengthening of UNDOCO to a total of 95 staff, including its direct reporting to the Deputy Secretary-General, as well as the strengthening of RCO to a minimum of 5 staff per office, is considered to provide sufficient capacity to manage, implement and report on the funds. Moreover, the strong commitment by both the Secretary-General and the Deputy Secretary-General to the reform of the UNDS creates a solid political attention around the project from the highest level of the UN. Lines of management responsibility are considered sufficiently clear.*


Risks involved have been considered and risk management integrated in the programme/project document.

*Comments: Yes*

In conclusion, the programme/project can be recommended for approval:

*Yes*

Date and signature of desk officer:

16/11-18 

Date and signature of management:

16/11-18 



