



5 December 2014

## **UNDG Leadership Working Group Terms of Reference**

### **I. Institutional context**

The Resident Coordinator System (RC System) under the leadership of the Resident Coordinator, represents the principles and purposes of the United Nations Charter within a host country. The RC System encompasses all organizations of the United Nations system dealing with operational activities for development at country level regardless of their formal presence.

On 21 December 2012, the UN General Assembly adopted a landmark resolution (A/Res/67/226) on the quadrennial comprehensive policy review of UN operational activities for development (QCPR). The QCPR provides policy orientation and guidance for the operational activities of the UN funds and programmes for the period 2013-2016, and calls upon their governing bodies of the Specialized Agencies to consider and align with the QCPR recommendations. In the QCPR, the UN development system is called to improve the effectiveness of the RC System.

Following the QCPR, the UNDG adopted its UNDG Strategic Priorities (2013-2016) to deliver more coherent, effective and efficient support to countries seeking to attain internationally agreed development goals, and facilitate broad-based engagement in the global dialogue and the implementation of the post-2015 development agenda. This engagement would further extend to the implementation of the proposed Sustainable Development Goals (SDGs), and build on the experience of the MDGs and the normative work of the UN development system, in accordance with associated policies.

The Leadership Working Group is one of the core standing UNDG Working Groups responsible for driving operational effectiveness for results as outlined by the four strategic approaches of the UNDG Strategic Priorities.

### **II. Overall objective**

The purpose of the Leadership Working Group (LWG) is to support the UNDG in the improvement of the effectiveness of the RC system, and delivery of the UNDG's Strategic Priorities, in a consistent manner with the values and principles of the United Nations Charter. In accordance with the Strategic Priorities to ensure the functioning of the RC system in a principled, participatory, collegial and mutually accountable manner, LWG will focus on elements of a transformation agenda for the UN development system, with particular attention to the investment in UN leadership at the country level and optimizing approaches to learning and leadership development.

The LWG will aim to identify and address (or advocate with those that can address) systemic hindrances to leadership effectiveness, so as to ensure that all RCs and country teams perform according to expectations and are well supported in order to serve successfully in their leadership roles. Investment along these areas would contribute to ensuring the RC system has the highest standards of leadership skills-mix, competencies and capacities to support national



and regional post-2015 response strategies. Additionally, the LWG will support the development and implementation of QCPR monitoring instruments related to leadership issues.

### **III. Tasks and expected results**

The Leadership Working Group will draft and agree upon an annual work plan of key tasks focusing on the implementation of relevant parts of the UNDG work plan, in line with the UNDG Strategic Priorities and the QCPR resolution, in particular related to the RC System and its readiness for the Post-2015 development agenda. Through this, it will support and strengthen the RC System in order to increase coherence and effectiveness of UN development operations at country level. The deliverables and budgets will be further specified in the Leadership Working Group Work Plan.

The expected results and related tasks of the Leadership Working Group will contribute to:

- Implementing and monitoring the relevant aspects of the Management and Accountability System (including the effectiveness of the “functional firewall” for the RC System) with particular regard to action points related to the principle of mutual accountability;
- Improving and supporting leadership talent development and management, specifically related to the assessment, selection, induction, training, learning, performance management, performance appraisal and retention of Resident Coordinators;
- Ensuring that profiles of RCs are aligned with the needs, priorities and challenges of programme countries and with the values of the Organization;
- Supporting RCs to continue promoting better division of labor, capacity sharing and mobilization for the UNDAFs within the United Nations system at the country level, and promoting UN principles and norms;
- Advancing the next generation of Delivering as One in the area of the One Leader, as a model to achieve internal UN policy and operational coherence;
- Ensuring the RC system has the right mix of capacities and skills to deliver on the Post 2015 agenda;;
- Supporting, where relevant, the development and implementation of QCPR monitoring instruments related to leadership issues.

### **IV. Expected duration and timeline**

The Leadership Working Group is a standing body in the UNDG architecture.

### **V. Linkages with other (UN) working mechanisms, processes, or institutions**

The Leadership Working Group will coordinate with all working mechanisms in the UNDG to ensure coherence, in addition to the two other pillars of the CEB: High Level Committee on Management (HLCM) and High Level Committee on Programmes (HLCP). In particular, the



Working Group will collaborate with the Programme Working Group in matters of the Results Groups' leadership in joint programming and planning, and it will also coordinate with closely with the Human Rights WG to ensure and strengthen linkages between the operational and normative work of the UN system. Also, Regional UNDG Teams will be invited to participate in the Leadership Working Group meetings as needed; and collaboration with RCs/ UNCTs is actively foreseen to ensure policy alignment with country needs and challenges, and the collection of good practices. The specific deliverables and partners will be further specified in the UNDG Work Plan.

## **VI. Working methods**

The Leadership Working Group (LWG) adheres to the general working methods of the UNDG as standard and agreed for all UNDG Working Mechanisms (refer to document: UNDG Functioning and Working Arrangements, Annex 1: UNDG Working Mechanisms' Working Methods).

The co-chairs of the LWG, in consultation with members of the Working Group, will endeavor to ensure its recommendations are consistent and coordinated with the management and operational policies developed by all parts of the UNDG. Coordination with the work undertaken within the framework of the CEB's High Level Committee on Management (HLCM) and High Level Committee on Programmes (HLCP) will also be ensured, as appropriate.

Drawing from information and knowledge passed on by UNDG structures, including those communicated to them from UN Country and Regional Teams, the WG will prioritize issues in the work plan as they emerge, including those issues pertinent to NRAs. An electronic workspace is available for the Leadership Working Group's use on the UNDG website.

The Leadership Working Group may establish Task Teams to ensure timely and effective implementation of specific activities included in the work plans. The work of the Task Teams will be driven by concrete deliverables. Task Teams will convene virtually or physically according to need. Should there be no demand for further services from a Task Team, it will be disbanded. Task Teams will be chaired and supported by a participating agency in the associated Task Team.

## **VII. Membership**

Membership is open for to all UNDG member organizations, and reserved for appropriately empowered senior level UN Staff. Membership will be limited to one per agency, with one alternate. An up-to-date list of UNDG Working Groups and Task Teams will be maintained on the UNDG website.

Members must have knowledge and experience in the Leadership Working Group's area of work. While bringing to the Group their organization's knowledge and experience, members should keep in mind a system-wide perspective and not only that of their individual organization, as well as the capacity to address a broad range of issues on the Group's agenda.

Organizations must allow adequate time for their participants to contribute effectively to the Groups' expected results. Working Group members need to keep their organizations informed



on the progress of the Group's work and ensure their representatives at the UNDG are fully briefed. Each organization shall speak with one voice in each Group.

Given the engagement of different parts of the UN System in leadership development and related issues, the LWG Co-chairs can formally invite non-UNDG members to participate as full members of the WG. The decisions taken by the LWG are binding for all UNDG and non-UNDG member organizations represented in the Group.

The Co-chairs, in coordination with DOCO, can formally invite Regional UNDG Team representatives, RCs, UN agency representatives, or non-UN representatives (i.e. NGO, private sector, academia) to participate in the Leadership Working Group meetings or Task Teams according to the agenda and/or required tasks, either in person or virtually.

**Annex I: Membership – UNDG Leadership Working Group**

No.	Organization	Representative	Email	Email CC
1	FAO			
2	IFAD			
3	ILO			
4	ITU			
5	OHCHR			
6	UNAIDS			
7	UNCTAD			
8	UNDESA			
9	UNDP			
10	UNEP			
11	UNESCO			
12	UNFPA			
13	UN-HABITAT			
14	UNHCR			
15	UNICEF			
16	UNIDO			



17	UNODC			
18	UNOPS			
19	UN Reg. Com.			
20	UN Women			
21	UNWTO			
22	WFP			
23	WHO			
24	WMO			
25	DSS*			
26.	DPA*			
27.	DPKO*			
29.	DFS*			
30.	OCHA*			
<b>Secretariat: DOCO</b>				

\*proposed Non-UNDG members