



One Leader: pivotal for collaboration



What's the One Leader pillar?

Under the One Leader, the Resident Coordinator and the UN Country Team act as one leadership. The One Leader and the UN Country Team (UNCT) leadership pillar, is based on mutual accountability, with an enhanced co-ordination function led by the Resident Coordinator, involving all of the UNCT in team leadership, to carry responsibility for the role and results of the UN in the country. Both, the RC and the Country Team members make decisions in accordance with the vision, roles, responsibilities and mutual accountabilities spelled out in UNDG policies and instruments, including the Management and Accountability System.

How does it work?

The Resident Coordinator presents a coherent vision of the UN Country Team, based on its comparative advantages, to development partners. This serves to strengthen the strategic leadership of the UN Country Team. Equally important, empowered UN Country Team members have decentralized authority to act on behalf of the team on agreed One Programme goals.

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UN Country Team members (Heads of Agencies and Agency Representatives), work with the Resident Coordinator to make joint decisions on programming activities and financial matters, and both lead and participate in results groups driving joint programme development and implementation.

What's the added value?

The One Leader pillar is pivotal in strategically positioning UN support for development goals and enabling Country Teams to work together. Implementing the One Leader helps reduce transaction costs, duplication, fragmentation and competition for funds. It better positions the United Nations to engage with Government partners at the highest level and plays a central role in advancing UN reform.

Is One Leader mandatory?

Per the Quadrennial Comprehensive Policy Review (QCPR), programme governments can voluntarily adopt 'Delivering as One'. Upon adoption, UN Country Teams and national counterparts need to tailor implementation to their context, taking into account core principles in the [integrated package of support](#).

The principle of progressive realization calls for the Country Team to meet, actively track, and report on achievements and goals. Applying the core elements of the Standard Operating Procedures enables the team to increase policy and programme coherence and demonstrate high impact in tackling the complex and ambitious aims of the post-2015 sustainable development agenda.

What are the core elements for implementing the One Leader?

The core elements of the Standard Operating Procedures are based on QCPR commitments and guided by the Secretary-General's call to all UN organizations to move ahead with the next generation of 'Delivering as One'. For the One Leader, they include a strong commitment and incentives for the UN Country Team to work towards common results and accountability through [full implementation of the Management and](#)

[Accountability System](#) and the [UNCT Code of Conduct and Working Arrangements](#). Also, having an empowered UN Country Team to make programme and financial joint decisions.

Is a Code of Conduct mandatory?

No. Country team members are accountable to the regional undg teams for implementing and complying with the [2014 Guidance Note on UNCT Conduct and Working Arrangements](#), in accordance with the Management and Accountability System, including the functional firewall for Resident Coordinators.

In implementing the Guidance Note, however, Country Teams may wish to develop a code of conduct (see [examples](#)) customized to their country context. It is highly recommended to do so, given the potential for strengthening UN collaboration, deepening the integration of norms, and enhancing the roles, responsibilities and accountability of team members.

What does the Resident Coordinator do?

As the designated representative of—and reporting to—the Secretary-General, the Resident Coordinator ensures coherence and effective advocacy of the core values, standards, principles and activities of the UN system. Resident Coordinator leadership is exercised under relevant General Assembly resolutions and in accordance with the Management and Accountability System, including the functional firewall. Key responsibilities include:

- Lead the UN Country Team and play a central role in coordinating UN development activities to ensure alignment with national priorities and coherence among the UNCT members' operations;
- Act as the primary interlocutor for the Country Team with the Head of State or Government
- Lead strategic development of the One Programme;
- Make final decisions on strategic focus and allocation of One Fund resources if consensus is not reached;
- Propose to team members, including non-resident agencies, amendments of projects and programmes for alignment with the One Programme, and amendments to the One Programme;
- Oversee One Programme results groups;
- Manage the Resident Coordinator's office; and
- Ensure the functioning of the Management and Accountability System, the UNCT Conduct and Working Arrangements, the dispute-resolution mechanism, and other relevant undg policies and instruments.



What are a Country Team's responsibilities?

Based on appropriate decentralization of authority from headquarters, an empowered UN Country Team decides on programmatic and financial matters as agreed with national authorities and as called for in the QCPR. Teams are charged with fully implementing the Management and Accountability System, with the following key responsibilities:

- Empower and support the Resident Coordinator;
- Assume responsibility for One Programme outcomes through leadership roles in results groups, with members bearing corresponding accountabilities to the entire team and the Resident Coordinator for producing jointly agreed results, mobilizing resources for the One Programme and achieving their own agency results; and

- Uphold the Management and Accountability System, the UNCT Conduct and Working Arrangements, the dispute-resolution mechanism, and other relevant UNDG policies and instruments.

What about integrated missions or humanitarian crisis?

The Resident Coordinator's role is in line with the Secretary-General's 2006 "[Note of guidance on integrated missions: clarifying the role, responsibility and authority of the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator.](#)" Management structure is based on country context.

If international humanitarian assistance is required and a separate humanitarian coordination function is not established, the Resident Coordinator leads and coordinates UN Country Team members and relevant humanitarian actors. If a Special Representative of the Secretary-General is appointed, the Resident Coordinator/Humanitarian Coordinator will normally function as Deputy Special Representative of the Secretary-General under his/her overall authority, with responsibility for the coordination of development and humanitarian assistance, including early and longer-term recovery, in the context of Resident Coordinator/UN Country Team consultative arrangements.

What are Regional UNDG responsibilities?

Regional UNDG teams back full implementation of the Management and Accountability System, and adequate, harmonized delegation of responsibilities to Country Team members. The Regional UNDGs are also responsible for driving cultural change to support 'Delivering as One' throughout their respective agencies, and for providing coherent policy guidance and political support.

What mechanisms ensure accountability for joint leadership?

All agency Representatives report to the Resident Coordinator on matters related to the Country Team, the UNDAF and the UNCT work plan. Respective Regional Directors assess Representatives for contributions to the team. Per the QCPR and the Management and Accountability System, the Resident Coordinator provides formal inputs to performance appraisals; these cover contributions to the team's effective and efficient functioning.

Who supports the UN Country Team with One Leader?

The UNDG, including through the RC Leadership Development Team, provides integrated training and support to Resident Coordinators and Representatives to help them jointly respond to the needs, priorities and challenges of programme countries, and to address the demands of the UN development system. The regional UNDG teams offer technical support related to the One Programme, and performance management and troubleshooting in complex country situations.

What is the Resident Coordinator's role in allocating One UN Funds?

The Resident Coordinator makes final decisions on strategic objectives and the related allocation of resources if consensus cannot be reached within the Country Team. The Resident Coordinator manages resource mobilization for the UNDAF, and resource allocation for joint programmes and multi-partner trust funds as well as related reporting requirements. If the team agrees to adopt a Joint Resource Mobilization Strategy, the Resident Coordinator leads development and implementation.

KEY TO THE
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SUPPORT
FROM THE REGIONAL
UNDG TEAM AND
AGENCY HEADQUARTERS

What are key steps to implement One Leader?

These include:

- Ensuring effective, inclusive leadership of the UN Country Team, with the Resident Coordinator as the primary interlocutor with the Head of Government, accompanied by agency Representatives when agency-specific matters are discussed;
- Establishing a joint national/UN steering committee, co-chaired by the government's coordinating body and the Resident Coordinator, or integrated into existing national coordination mechanisms;
- Fully implementing the Management and Accountability System;
- Endorsing the UNCT Conduct and Working Arrangements;
- Where the principle of integration applies, covering the UN mission with the UNCT Conduct and Working Arrangements;
- Respecting the common approach to humanitarian activities and applying the inter-agency standing committee cluster approach;
- Agreeing on terms of reference for the roles of UN Country Team members in leading and participating in results groups;
- Driving strategic leadership, particularly on cross-cutting issues, by drawing on team assets, pooling expertise, and coordinating lead responsibilities in accordance with agency mandates and capacities;
- Agreeing on resource mobilization and a common strategy, with the Resident Coordinator responsible for leading resource mobilization and managing the One Fund; and
- Seconding expert staff to the Resident Coordinator's office when necessary and where possible.

For further information and details, please consult the [integrated package of support for implementation by UN Country Teams](#):

Where can I find more information?

Please visit the UNDG website for materials, examples and guidance.

- [Management and Accountability System of the UN Development and Resident Coordinator System](#)
- [UN Resident Coordinator Job Description](#)
- [UNDG Guidance on UNCT Conduct and Working Arrangements](#)
- [Country examples](#)

You can also the Coordination Practice Network (CPN) for feedback and examples of different practices.