



Functions	Distinctive Arrangements			UNDG Role, supported by DOCO (Secretariat and Technical Support Unit)	UNDP Role
	Previous	Current and proposed	Process including decision making		
Issue	Key function relating to the management of, and support to, the resident coordinator system				
i) Independent assessment of potential Resident Coordinator candidates to ensure they possess the requisite competencies to fulfil effectively the duties and responsibilities of the Resident Coordinator as outlined in the Resident Coordinator Terms of Reference and Accountability Framework	No independent assessment mechanism in place	As of 1998, outsourced to a private independent firm (currently SHL Incorporated) which runs the Resident Coordinator Assessment Centre for the UN	Each Agency submits candidates for assessment	<p>Working Group on Resident Coordinator System which provides support and strengthens the RC system to increase coherence and effectiveness of UN development operations at country level. –</p> <p>-Evolution of the competencies on which Resident Coordinators candidates are assessed.</p> <p>DOCO provides secretariat support.</p>	<p>BoM/OHR provides managerial, advisory and logistical services including:</p> <ul style="list-style-type: none"> <li>- monitoring whether the Secretary-General's criteria are met including eligibility of candidates, ratio of male/female, north/south, agency/UNDP participants,</li> <li>- advisory support on the assessment process (e.g. logistics, costs, participation) to UN agency HR representatives and, as required, individual participants</li> <li>- intermediary between the agencies, SHL and DGO</li> </ul>

					<ul style="list-style-type: none"><li>- management of the resident coordinator pool so that there are sustainable numbers of qualified candidates,</li><li>- management of cost recovery of assessment fees from agencies,</li><li>- management of request-for-proposal process for assessment centre involving collaboration with UN System.</li></ul>
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<p>ii) Selection of RCs drawing from the pool of candidates that successfully pass the independent Assessment, taking into account the need to increase the number of RCs selected that are women; from outside of UNDP; and from the South.</p>	<p>ExCom review of RC candidates proposed by Agencies; recommendation submitted by UNDG Chair to SG for final decision/endorsement</p>	<p>Inter-Agency Advisory panel prepares short-list for UNDG Chair who submits recommendations for approval to SG</p>	<p>DOCO chairs Inter-Agency Advisory panel which reviews CVs, assessment-centre results, RC ratings by the RDT/RMTs and obtains references from the field on candidates. On the basis of all this, the panel submits short-list. UNDG Chair submits final recommendation to the Secretary-General, endeavouring to maintain in the north-south, gender and UNDP-agency balance requested by the SG.</p>	<p>Inter-Agency Advisory Panel.</p> <p>DOCO supports RC working group for IAAP process.</p> <p>Working Group on Resident Coordinator System.</p>	<p>OHR manages the following Resident Coordinator /Resident Representative (RC/RR) support mechanisms:</p> <ul style="list-style-type: none"> <li>- vacancy management and talent identification across the system,</li> <li>- process of clearance by the Secretary-General and designation of RCs/RRs including some Deputy Special Representatives of the Secretary-General,</li> <li>- provides RC/RR statistics on the Secretary-General's priorities for gender, geographical balance and agency representation.</li> </ul>

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II. The functioning of UNDG					
i) UNDG as the 3rd pillar of the CEB alongside the High Level Committee on Programmes and High-Level Committee on Management	UNDG existed as a separate mechanism outside of the CEB structure	UNDG, now established as the third pillar of the CEB	Chaired by the UNDP Administrator, with vice-chair from a specialized agency. Provides regular reports to the SG and CEB on progress in implementing the UNDG work plan and managing the RC System	Various UNDG working groups. DOCO provides secretariat support to the working groups.	UNDP Administrator is permanent UNDG Chair

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ii) UNDG Advisory Group as a representative group of Funds, Programmes, Specialized Agencies, and Non-Resident Agencies.	ExCom Heads provided advice and guidance to the UNDG Chair	A larger more representative group of the system provides regular guidance to the UNDG Chair	<p>UNDG Chair seeks regular guidance from the Advisory Group on key decisions of UN country operational activities</p> <p>Advisory Group meets at Principals level 2-3 times a year; more frequently at ASG/ADG level.</p>	DOCO provides secretariat support	UNDP Administrator as UNDP Chair is the chair of the Advisory Group. The group is advisory to the UNDG Chair

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iii) System-wide review of programming tools	UNDG Programme Group and its sub-groups	UNDG Working Group on Programme Issues	UNDG members supported by DOCO.	<p>Developing new guidelines and tools for common country programming to support the RC system and the UNCT in achieving greater programme coherence.</p> <p>DOCO provides secretariat support.</p> <p>DOCO support to Regional Management Teams, who provide technical advice and quality assurance.</p>	UNDP Bureau for Development Policy participates.

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iv) Training of UN country teams to ensure the consistent application of UN system guidelines and tools	Informal ad hoc consultations between interested agencies	DOCO, in partnership with the UN Staff College in Turin, develops training tools and information dissemination mechanisms to ensure that all UN staff are aware of the relevant guidelines and tools	UNDG Members supported through various working fora to agree on training modules, information for dissemination, and so forth.	<p>Building capacity to implement the agreed-upon new arrangements to support the RC system, and ensuring quality to achieve improved development results.</p> <p>DOCO support to Regional Management Teams, who provide technical advice and quality assurance.</p>	BoM / OHR / Learning Resource Centre participates.

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v) Support and guide country teams to achieve the consistent application of business practice guidelines and procedures at the country level	<p>Informal ad hoc consultations between interested parties.</p> <p>UNDG Management Group and its Working Groups and Task Teams.</p>	UNDG Working Group on Country Office Business Operations.	UNDG members supported by DOCO through various inter-agency working groups.	<p>Provide support and guidance in coordination with the HLCM on operational issues under the purview of the UNDG.</p> <p>DOCO provides secretariat support. DOCO support to Regional Management Teams, who provide technical advice and quality assurance.</p>	BoM participates.



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III. Independent Governance Mechanism to Ensure the Mutual Management of the RC System (Management and Monitoring of the RC System at country-level)					
i) Dispute resolution	No recourse mechanism in place; no mechanism in place to facilitate assessment of UNCT heads of agencies and/or for agencies to provide feedback into RC assessment	UNDG WG on RC System is establishing procedure.	The dispute will be resolved at the country level within the UN country team or taken up by central (i.e. HQ or Regional) level management. The mechanism is currently being finalised by the Working Group on the RC System.	Recourse procedure to address and resolve disputes within a UN country team (under development). Country Offices, with technical support from DOCO	There is no final system in place as yet.  BoM/OHR's role is to be determined in line with the final decision.

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ii) Performance appraisal system for the RCs, allowing UN Country Team members and RDTs to provide direct inputs into the RC performance evaluation and rating based on results achieved against UNCT agreed-upon goals and leadership behaviours	RC/RR appraisal based on UNDP Regional Director review, with final rating provided by UNDP's Senior Management Team	As of 2006, RDTs/RMTs provide rating on RC performance. RC ratings are no longer established in UNDP Senior Management Team Meetings	<p>Rating established by consensus in RDT/RMT.</p> <p>RC ratings are taken into account in IAAP discussions about appointment of RCs to new posts.</p>	<p>180 degree assessment at the UN country team level, with feedback on individual and team leadership competencies provided to RCs, agency representatives, and supervisors. The assessment enables UN country team members to provide comments on the RCs' performance which can be taken into account in the performance appraisal process.</p> <p>Regional Directors, and relevant HQ managers if no regional level exists, with support on developing cross-regional standards provided by DOCO.</p> <p>DOCO provides secretariat support.</p>	<p>OHR compiles the outcome of the RC appraisal process and develop forward/role out online appraisal system in line with the RC appraisal guidelines. (end of 2008, first quarter 2009).</p> <p>UNDP Regional Directors chair the Regional Directors' Teams.</p>



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iii) Mutual accountability	Not in place	Working Group on the RC System establishing Framework for UNCT working relations.	Each UNCT will establish its own agreement on working relations, using the Framework as a basis	<p>Mutual Accountability Framework, containing a set of accountability principles to enhance the leadership role of the RC, and to reaffirm that the RC system is owned by the UN development system and that its functioning should be participatory, collegial, and based on consensus, and mutual accountability.</p> <p>DOCO provides secretariat support.</p>	BoM / OHR participates.