

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



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

1. INSTITUTIONAL CONTEXT

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

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

In line with General Assembly resolution 72/279, the MAF underscores the criticality of ownership from the UN Sustainable Development Group (UNSDG) for the success of the reinvigorated RC system, while also ensuring leadership of an effective RC system in coordinating the implementation of the 2030 Agenda as a “dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the United Nations development system [...] drawing on the expertise and assets of all United Nations development system entities” (A/RES/72/279).

The United Nations development and Resident Coordinator systems report to the Secretary-General and belong to all its members, and are founded on a governance system with broad participation, and clear accountability, including to Member States, and fall under the overall oversight of the UN General Assembly. To this effect, this MAF seeks to:

- a) Identify UN development system members, their roles, responsibilities and inter-relationships at the country, multi-country, sub-regional, regional and global levels;

¹ Formerly the UN Development Assistance Framework (UNDAF)

- b) Provide an accountability framework to hold members to account and monitor their commitments and contribution towards achievement of the SDGs; and
- c) Establish an informal mechanism for resolving disputes regarding the implementation of the agreements contained in the MAF.

The **Deputy Secretary-General** has been delegated comprehensive responsibilities² for sustainable development by the Secretary-General, including the chairship of the UN Sustainable Development Group, giving the full effect to the provisions regarding that position set out in General Assembly resolution 52/12B³.



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



The **United Nations Sustainable Development Group** (UNSDG) is the high-level inter-agency forum for programme and operational guidance and informed decision-making across the UNDS. It provides strategic direction and oversight to ensure UN development system entities deliver coherent, effective and efficient support to countries seeking to attain sustainable development. As of March 2021, the UNSDG comprises 34-member entities and guides, supports, tracks and oversees the coordination of development operations in 165 countries and territories. The UNSDG is chaired by the UN Deputy Secretary-General. The UNDP Administrator serves as UNSDG Vice-Chair.



On behalf of the Secretary-General and reporting to the Deputy Secretary-General, the **UN Development Coordination Office** (UNDCO) assumes the managerial and oversight functions of the Resident Coordinator system under the leadership of Assistant Secretary-General and with collective ownership of the United Nations Sustainable Development Group. UNDCO started operating on 1 January 2019 as a stand-alone coordination office within the Secretariat, reporting

² <https://undocs.org/A/72/684>, para. 164.

³ <https://undocs.org/A/RES/52/12b> - *The General Assembly, Decides to establish the post of Deputy Secretary-General as an integral part of the Office of the Secretary-General, as set out in addendum 1 to the report of the Secretary-General² and in the statement made by the Secretary-General on 4 November 1997 to the open-ended informal consultations of the General Assembly on United Nations reform: measures and proposals³ without prejudice to the mandate of the Secretary-General as provided by the Charter of the United Nations and, in accordance with the existing system of decision-making, with responsibilities delegated by the Secretary-General, including the following: (a) To assist the Secretary-General in managing the operations of the Secretariat; (b) To act for the Secretary-General at United Nations Headquarters in the absence of the Secretary-General and in other cases as may be decided by the Secretary-General; (c) To support the Secretary-General in ensuring intersectoral and inter-institutional coherence of activities and programmes and to support the Secretary-General in elevating the profile and leadership of the United Nations in the economic and social spheres, including further efforts to strengthen the United Nations as a leading centre for development policy and development assistance; (d) To represent the Secretary-General at conferences, official functions and ceremonial and other occasions as may be decided by the Secretary-General; (e) To undertake such assignments as may be determined by the Secretary-General;*

directly to the Deputy Secretary-General, as Chair of the UNSDG, and providing Secretariat support to UNSDG, Core Group and its subsidiary mechanisms. DCO also provides advisory services to UN Country Teams (UNCTs) with guidance from the UNSDG and drawing on the inputs and expertise of all UNSDG members.



The **Resident Coordinator system, reporting to the Secretary-General**, ensures the coordination of all organizations of the UN dealing with operational activities for development at the country level, regardless of the nature of their presence in the country. The Resident Coordinator system is focused on the advancement of sustainable development, with a focus on the 2030 Agenda for Sustainable Development. The RC system is comprised of **Resident Coordinators, Resident Coordinator Offices** and **UN Country Teams (UNCTs)**, including entities without physical presence at the country level. The RC system is managed by **UNDCO**, under the leadership of the **Assistant Secretary-General for Development Coordination reporting to the Deputy Secretary-General**, and with collective ownership of the members of the UNSDG. 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.



Under the leadership of the RC, UNCTs prepare **United Nations Sustainable Development Cooperation Frameworks** (UN “Cooperation Framework”) together with national governments, and in consultation with other national and international stakeholders to ensure ownership and alignment with national development priorities, including the 2030 Agenda and the Sustainable Development Goals. UN Cooperation Frameworks are the most important instrument for the planning and implementation of UN development activities in each country. Entities’ programmes, country configuration and membership in UN Country Teams are thereby derived from the Cooperation Frameworks, according to the principles and process defined in the Cooperation Framework guidance, and in line with A/RES/72/279.

2. COUNTRY-LEVEL ROLES AND RESPONSIBILITIES

2.1 Resident Coordinator

The duties and responsibilities of Resident Coordinators are laid out in the RC job description (Annex 1), including the following key characteristics:

- The RC with strengthened authority⁴ and leadership, is the highest-ranking⁵ representative of the UN development system at the country level and (s)he is the designated representative of – and reports to – the Secretary-General;
- The RC is responsible for the coordination of operational activities for development of the UN

⁴ The term “authority” recognizes the role of the Resident Coordinator as carrying the delegated authority of the Secretary General to make decisions as they relate to UN system-wide efforts and collective results on operational activities for development.

⁵ The term “highest-ranking” recognizes the role of the RC as having the highest decision-making authority, as delegated by the Secretary-General, for the UN’s system-wide efforts and collective results on operational activities for development in a country and has no bearing on the grade of the position.

in support of countries' efforts towards implementation of the 2030 Agenda;

- The RC leads and supports the UNCT in the development, monitoring and reporting of the UN Cooperation Frameworks. The RC coordinates the UNCT's implementation of the UN Cooperation Framework, and works with UNCT members to ensure alignment of entity programmes and inter-agency pooled funding for development with national development needs and priorities and the 2030 Agenda. The RC engages with UNCTs on the alignment of their entities' country programme documents related to development activities and ensures that entities' country programmes derive from the UN Cooperation Framework according to the UN Sustainable Development Cooperation Framework Guiding Principles and Guidance, and in line with A/RES/72/279.
- The RC advocates for, supports, catalyzes, and enables the work of UNCT members and supports all UNCT members, including entities without a physical presence in country, in reaching their entity-specific goals and participating in achieving common results. In doing so, the RC and his/her office does not directly implement programmes or projects. The RC supports, advocates for and facilitates the formulation of joint proposals. RCs should proactively engage with entities without a physical presence in country to fully leverage the expertise from across the UN System, and for coordination of reporting under the UN Sustainable Development Cooperation Framework.
- Together with the UN development system entities, the Resident Coordinator engages, convenes and forges strategic partnerships at the national and sub-national level with diverse entities – including with civil society, trade unions and employers' organizations, networks of young people, the private sector, parliamentarians, academia, media and think tanks, and the broader development community – around the UN system's collective support to the 2030 Agenda.
- The RC manages and provides strategic guidance and oversight to the RC Office (RCO). RCOs fulfill five key functions in support of the responsibilities of the RC and the UNCT: (1) strategic planning; (2) development economics; (3) partnerships and SDG financing; (4) data, and results management and reporting; and (5) communications and advocacy. The RCO supports the RC leadership of the UNCT through the provision of strategic policy, programmatic and operational advice on the above-mentioned areas, as well as any other area relevant for inter-agency coordination.
- The RC leads in an open and inclusive dialogue with the UN Country Team in consultations with the host Government and other relevant stakeholders to define and agree on the UN's strategic response to national development priorities and internationally agreed commitments, in accordance with the principles of the UN Charter. On the basis of these country-specific responses, the RC also has a role in facilitating, when needed, a dialogue between the UNCT - and government counterparts, involving civil society and relevant state institutions on needs-based capacities of the UNCT- irrespective of physical presence - to ensure an effective, efficient and responsive field structure.
- The RC has a role in informing the leadership profile of UNCT members, in consultation with respective entity Regional Directors. S/he also has a role in confirming to the respective entity Regional Director (or equivalent) of the alignment of the country programme document with UN Cooperation Framework priorities, as part of the respective entity clearance process of country

programmes, in line with UN Sustainable Development Cooperation Framework Guidance. In contexts where international humanitarian assistance is required, and a separate Humanitarian Coordinator is not designated, or no lead entity has been designated by the Emergency Relief Coordinator, the RC leads and coordinates the response efforts of United Nations and relevant humanitarian actors, in accordance with General Assembly resolution 46/182 and related resolutions, and facilitates linkages between humanitarian and development programming for enhanced and sustainable impact. The RC is supported in facilitating and coordinating humanitarian assistance by the United Nations Office for the Coordination of Humanitarian Affairs.

- Where a humanitarian response is required, the RC promotes the neutrality, independence and impartiality of humanitarian assistance, in accordance with humanitarian principles, and advocates for the protection of civilians with all relevant parties to the conflict.
- In UN peacekeeping or political mission settings where the RC also serves as DSRSG, s/he contributes to the formulation of the integrated strategic framework with the peacekeeping and/or political missions. The RC facilitates the complementarity of the UNCT's work with UN peacekeeping or political missions to fully contribute to prevention, building resilience, sustaining peace and to transition planning and management. The RC, who also serves as the DSRSG in integrated settings, coordinates the UNCT's work and facilitates political negotiations, early warning actions, as well as other specific responses.
- The RC promotes and nurtures staff well-being, learning and the implementation of staff rules and policies, including on human rights, gender parity, civility and prevention of sexual exploitation and abuse, and sexual harassment, as well as the principles of the UN System Leadership Framework, in coordination with respective entities.
- Where the RC is the highest UN official, and in coherence with responsibilities of the Humanitarian Coordinator on Protection from Sexual Exploitation and Abuse (PSEA)⁶, the RC has system-wide responsibility for ensuring that a collective PSEA Strategy and country-level PSEA Action Plan are developed. The PSEA Strategy must include safe and accessible inter-agency, community-based complaint mechanisms, agreements for information sharing, and victim's assistance services, and ensure that a corresponding PSEA action plan is implemented annually with entities represented on the UNCT and operating in the country. Emphasis should be placed on outreach to local communities and authorities to ensure awareness raising and to establish, with the participation of the local population, context-appropriate reporting/community-based complaints mechanisms, and ensure the availability of appropriate holistic services for victims/survivors.
- To ensure coordination and alignment of protection from and response to sexual exploitation and abuse reported to the RC at the country level, the RC is required to certify annually to the Secretary-General that s/he has fostered communication and collaboration among the UNCT members. The RC will certify, at a minimum, that: (i) they have communicated to the UNCT the importance of reporting all allegations to their respective entities with diligence and transparency; and (ii) they have communicated that training on the prevention of sexual exploitation and abuse was mandatory and made such training available. When the RC requests country representatives of UN entities to certify (i) and (ii) above, where certification at entity

⁶ The PSEA leadership role of the Humanitarian Coordinator as made explicit in the IASC Principals' Statement on PSEA (2015).

level is carried out centrally by the Head of an Agency, country representatives of the agencies may respond to RC requests by transmitting this centralized certification and s/he can rely on this certification to carry out his/her own.

- Where the RC is the highest UN official, and in coherence with responsibilities of the Humanitarian Coordinator and Humanitarian Country Team on Accountability to Affected People, the RC has system-wide responsibility for a collective approach to Accountability to Affected People (AAP), engaging with, ensuring feedback to, and adjusting the response based on the views of affected people- Continuous engagement with local communities and actors should be incorporated into overall planning, implementation and programme adaptation according to AAP guidance and commitments.
- In the event of unforeseen crises, and without prejudice to situations experiencing humanitarian emergencies, guided by relevant resolutions, the role of the RC in supporting UNCT strategic planning remains.
- RCs are appraised on their performance by the Secretary-General, with inputs from the Regional Directors of the UN entities that comprise the UN Country Team through a process facilitated by DCO. UN Country Team members will also inform the performance assessment of RCs by providing feedback against the RC Leadership Profile. Feedback received from governments regarding the RC/UNCT results in support of the 2030 Agenda, as captured in the UN Cooperation Framework, will also be considered in this process.
- The RC makes decisions through a consultative process with the UNCT. In the absence of consensus within the UNCT regarding the strategic objectives in the UN Cooperation Framework or related allocation of UNCT-wide pooled funding the RC will take the final decision, in line with the Quadrennial Comprehensive Policy Review (QCPR)⁷. The RC also has the prerogative to ensure the finalization and promulgation of key UNCT documents should there be undue delays.
- RCs who are also designated as Humanitarian Coordinators will be appraised on their performance in coordinating humanitarian action by the Emergency Relief Coordinator through a separate process involving consultation with the Inter-Agency Standing Committee.

2.2 United Nations Country Team

- The UNCT is the main inter-agency mechanism in country for inter-agency coordination, coherence and decision-making. It is led by the Resident Coordinator and composed of the representatives of the UNSDG entities that meet all of the three following criteria: they (i) are signatory to the UN Cooperation Framework, (ii) carry out operational activities for development in the respective country irrespective of where the entity is physically located, including entities with a project presence, and (iii) contribute to the UNSDG cost sharing agreement. Representatives of entities that are not signatory to the UN Cooperation Framework – e.g., the Bretton Woods institutions, OCHA, UNDSS, UNIC, UN peace and political entities, etc. - can and should be considered full members of the UNCT but should recuse

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

themselves from decision-making in relation to the Cooperation Framework implementation.

- The relationship among UNCT members, including the Resident Coordinator, is based on the principles of leadership for an integrated response to country priorities, SDG-related needs and priorities, and mutual accountability for results⁸.
- The UN Cooperation Framework, agreed with the government, is the most important instrument for the planning and implementation of UN development activities in each country. The UN Cooperation Framework is the point of departure in defining the activities and composition of each UNCT and the specific focus of respective country programmes of each agency. The UNCT's membership should be defined at the outset of each UN Cooperation Framework cycle, in consultation with the government. This process is facilitated by the RC, with inclusive participation of civil society and relevant State institutions, subject to the mandates and budgetary appropriations by individual agencies, and in accordance with the principles of the Charter of the UN and United Nations norms and standards (A/Res/72/279 OP2 and OP3).
- UNCT members have two interrelated sets of accountabilities: firstly, to their respective entities on individual mandates; and, secondly, to their respective RC for their contribution to agreed results as defined in the UN Cooperation Framework and other inter-agency development agreements. UNCT members – under the leadership of the RC – actively participate in undertaking common country analysis, planning, implementation and monitoring of agreed UN Cooperation Framework results, annual UN country results reporting, and communication in support of the 2030 Agenda, including through policy and technical support and promotion of norms and standards and human rights (including advocacy), and within available means.
- UNCTs should meet regularly, generally at least once a month, enabling also, through appropriate means, the participation of entities not physically present in the country. Each UNCT, under the leadership of the RC, will agree on the specific parameters of UNCT working arrangements, including the establishment and oversight of coordination mechanisms that report to the UNCT, such as UN Cooperation Framework Results Groups, Operational Management Team, Gender thematic group and Communications Group, or other such mechanisms as required. Ideally UN Cooperation Framework results groups are co-chaired by one or two UNCT members and where appropriate by a high-level Government official, with periodic reporting to the RC/UNCT on progress. They should involve diverse civil society actors throughout the Cooperation Framework programming cycle, with a specific focus on those at risk of being left behind.
- UNCT members must be nominated by their entity and empowered with sufficient decision-making authority over country-level programme activities and resources on behalf of that entity. Where UN entities and/or their entity representative are physically located outside the country, they are responsible for establishing close relationships with their RC and other UNCT member entities, and will inform regularly about their contribution to the Cooperation Framework results and management arrangements.
- The RCO is responsible for ensuring that mechanisms are established so that all members – regardless of physical presence in country - can fully participate in UNCT consultations and decision-making processes and are informed through regular communications and

⁸ As outlined in the UN System Leadership Framework and the RC Leadership Profile.

information sharing. When a UNCT member is not formally accredited in the country or has not undertaken relevant training, they may not be able to undertake some roles, e.g., be designated and act as RC a.i. in the absence of the RC.

- UNCT members should transparently share information across the UNCT and with the RC, including with respect to programmatic information in support of results agreed to in the UN Cooperation Framework.
- The RC should transparently share information with the UNCT about discussions with national government counterparts, donors and other stakeholders, as well as information from the Regional Collaborative Platforms and UNSDG.
- In contexts where the UN has a presence involving political and/or multidimensional peace operations alongside humanitarian and development actors, the RC ensures that collaboration within the UN integrated mission is led in accordance with the UN SG Decision No. 2008/24 and with the UN Policy on Integrated Assessment and Planning.
- The UNCT is responsible for overseeing implementation of the collective PSEA Strategy and Action Plan on the ground in countries where there is no Humanitarian Country Team (HCT)⁹. This includes actively addressing PSEA issues when raised in UNCT meetings, and establishing and supporting the effective coordination and functionality of a PSEA Network, and ensuring that the UNCT has a strategy to fulfill its accountability to provide and facilitate assistance and support to victims of sexual exploitation and abuse. Individual entities are accountable and responsible for investigation and follow up on SEA allegations concerning their personnel, and the provision of support and assistance to victims.
- UNCT members will be appraised through the performance management process of their respective entities by both their supervisor, on the entity's mandate, and the RC on their contribution to results towards joint UN activities as set out in the UN Sustainable Development Cooperation Framework and other agreed inter-agency commitments and activities.
- Under the leadership of the RC, each UNCT will prepare an annual UN Country Results Report on the Cooperation Framework performance in support of national priorities and the 2030 Agenda. This will be presented by the RC to Government and made available to other key national and international stakeholders. The annual report will also be provided for information to the Regional Collaborative Platform (RCP).

2.3 Multi-Country Offices

- In Multi-Country Office (MCO) contexts, the Country Coordination Officers (CCO) posted to countries and territories covered by the respective MCO play a catalytic role for integrated and coordinated cooperation of the UN system in each country. The CCO supports the Resident Coordinator and UNCTs in facilitating system-wide engagement with main government coordinating/planning agencies and relevant line ministries. Country Coordination Officers – as an extension of the RC Office – play an enabling role in integrating the collective UN support to SIDS to ensure that UN work in country remains visible and is aligned with the government priorities, SAMOA Pathway and the SDGs. CCOs support the RC's function in advocacy and

⁹ HCT responsibility for PSEA under the HC is outlined in the HCT Compact and generic HCT terms of reference.

communications with the government and strategic planning, partnerships development and programming.

- In MCO contexts, RCs and UNCTs should promote and facilitate the development of Country Implementation Plans as a planning tool for programmatic integration to advance the SDGs at the national level. The Country Implementation Plan ensures better coordinated and tailored cooperation of the UN system. UNCT members commit to contribute to the Country Implementation Plan with their ongoing and pipeline initiatives, participate in the annual report to national governments, and coordinate the mobilization of resources for strengthened and tailored UN system-wide support.
- In MCO contexts, UNCT members are encouraged to delegate authority as much as possible from the regional to the MCO level, and from the MCO hub to staff posted in individual countries and territories.

3. COUNTRY LEVEL RELATIONSHIPS AND ACCOUNTABILITY AGREEMENTS¹⁰

These fall into five categories divided by function.

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

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> • The RC reports to the Secretary-General, with day-to-day management by DCO. • The RC - in her/his designated capacity and functions fulfilled as HC - reports to the Emergency Relief Coordinator (ERC) in contexts where international humanitarian assistance is required and where no separate HC is designated or there is no lead agency designated. • The RC – in her/his designated capacity and functions fulfilled as DSRSG - reports to the Special Representatives of the Secretary-General in contexts where integrated peacekeeping or special political missions are deployed. • The RC leads and enables joint work of the UNCT to ensure effective coordination of country-level activities to deliver on the 	<ul style="list-style-type: none"> • The role and responsibility of the RC are recognized in job descriptions of UNCT members. • The RC leads preparation of the Cooperation Framework and oversees preparation of the Funding Framework, Joint Work Plans and a joint resource mobilization strategy. S/he also oversees the effective establishment and functioning of Cooperation Framework management structures, including the Joint National-UN Steering Committee and results groups. • The RC leads the preparation, in consultation with UNCT members, of an annual, consolidated report to the host government and the Secretary-General on the UNCT’s collective results in support of the 2030 Agenda/UN Cooperation Framework results. The annual report is also shared with the RCP which will consider the collective results. • The RC and UNCT members (including entities without physical presence) inform each other in advance of the

¹⁰ The section below is without prejudice to the complementary role and mandate concerning the role of the RC and HC in humanitarian emergencies, as governed by resolution 46/182 and related resolutions.

<p>strategic results agreed in the UN Cooperation Framework in line with the UN Charter and international norms and standards.</p> <ul style="list-style-type: none"> • RCs and UNCT members have a responsibility to ensure that the delivery of the 2030 Agenda leads to results that advance human rights as a core purpose set out in the UN Charter. • In double- and triple-hatted contexts, the RC/HC coordinates the work of the UNCT/HCT, ensuring close collaboration across humanitarian, development and, where relevant, peace action to deliver results. • UNCT members support the role of the RC in strategically positioning the UN development system in the country and delivering coherent and coordinated support to national counterparts, including UNDP in providing its integrator function. • UNCT members consistently participate and actively engage in regular UNCT consultations and decision-making processes. UN entities not physically present in country and which are contributing to national needs and priorities under the Cooperation Framework are responsible for their active engagement, which is in turn facilitated and supported by the RC/RCO. • The RC formally appraises UNCT members for their contribution to agreed results as defined in the UN Cooperation Framework and other inter agency agreements, through inputs to their agency's performance appraisal system as part of the regular assessment. • Regional Directors or equivalent representatives of entities that comprise the UNCT contribute to the performance appraisal of the RCs through a process facilitated by DCO • UN Country Team members also inform 	<p>travel plans of senior staff to the countries where the RC and UNCT is based or which they cover. This will facilitate sharing of knowledge and alignment of entity-specific initiatives to the Cooperation Framework results; and ensure necessary support to the mission/delegation and its follow-up. Missions and visits should ensure the invitation of the RC in high-level delegations, meetings and/or events.¹²</p> <ul style="list-style-type: none"> • RC and UNCT members regularly update each other regarding important meetings and discussions with government and other partners. • UNCT members periodically update the RC on individual activities respective contributions to the results of the UN development system towards the achievement of the 2030 Agenda at the country level, based on the UN Cooperation Framework. RCs periodically update the UNCT on how their activities are supporting the UN Cooperation Framework implementation. • While RCs are not expected to have an executive role in the selection and appointment process of UNCT heads, RCs will have an opportunity to provide specific input to regional directors on the skill-sets and profile of leadership that would be particularly relevant in the given country context ahead of selection and deployment. • UNCT members have direct access to government counterparts and other relevant stakeholders. To ensure a coordinated engagement, the RC will be informed ahead of, and as a general rule invited to attend, meetings with heads of state/government and the coordination ministries responsible for the overall relationship with the UN in-country¹³¹⁴. Relationships with sectoral ministries and technical counterparts will proceed as per current practice, in line with a coordinated strategy to deliver on the UN Cooperation Framework and with due respect to the national SDG coordination arrangements and mechanisms. The RC should inform, and invite relevant agencies, in the event of meetings between the RC and line ministries. • UNCT members fulfill their representational role as delegated by their principals, and in alignment with the agreed specific parameters of UNCT working arrangements.
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¹² In cases where the RC does not participate s/he should be informed of any outcomes that relate to in-country development work.

<p>the performance assessment of RCs by providing feedback on RC leadership behaviours against the RC Leadership Profile through a process facilitated by DCO.</p> <ul style="list-style-type: none"> • Feedback received from governments regarding the RC/UNCT results in support of the 2030 Agenda, as captured in the UN Cooperation Framework, will also be considered in this process. • RCs and UNCT members will use the UN development system informal dispute resolution mechanism any time there are disagreements that cannot be locally resolved within the UNCT (Annex 2). • RC leads the development of a UNCT context-specific PSEA strategy and action plan to promote a systematic response to SEA, identifying trends, risks, capacities and gaps. The UNCT/HCT acts as a Steering Committee for the PSEA Strategy through a designated PSEA Coordination Network /Working Group.. • The RC should ensure that PSEA is coordinated at the country level, advocating for a dedicated PSEA Coordinator and PSEA focal points where needed. The RC shall advocate for and prioritize adequate resources for broadening knowledge of the existing mechanisms to receive complaints and provide assistance to victims and, as necessary for their establishment. • Where the RC is the highest UN official, and in coherence with responsibilities of the Humanitarian Coordinator and Humanitarian Country Team, the RC shall advocate and prioritize resources for AAP¹¹ coordination and information management to ensure safe, timely and appropriate channels are used to ensure affected people's participation in the planning and decision-making processes, and that their feedback is integrated effectively. 	<ul style="list-style-type: none"> • UNCT members have at least one key result area linked to UNCT results in their entity-specific performance assessment tool, on which the RC assesses their performance. At the end of UNCT members' performance cycle/beginning of the next one, they reach out to the RC to seek the RC's feedback on the agreed results and status and agree with the RC on the indicator linked to UNCT results for the subsequent year. • UNCT members, irrespective of physical location, are accountable to the RC for their roles and responsibilities as Team members and in the capacity as Chairs of any UN Cooperation Framework implementation groups (Results Groups, thematic groups etc.), while retaining accountability for programmatic, budgetary and management decisions in line with entity accountability frameworks. • In contexts where peacekeeping or special political missions are deployed with the RC serving as DSRSG, the Head of Mission shall serve as the first reporting officer with respect to the DSRSG function. • In contexts where international humanitarian assistance is required and where no separate HC is designated or there is no lead entity designated, the ERC appraises the RC in her/his HC capacity for her/his role in leading and coordinating humanitarian action. • RC and UNCT members' performance assessment systems embed characteristics of the RC Leadership Profile and UN leadership framework. • UNCT members shall inform the RC of all sexual exploitation and abuse allegations involving UN staff and other UN personnel, and on measures taken and assistance provided to victims of sexual exploitation and abuse. UNCT members shall also inform the RC of other forms of misconduct and abuse of authority. This information will not contain any information that may identify or lead to the identification of the alleged victim or the alleged perpetrator or other individuals or otherwise threaten the integrity of the investigation process. This information may be provided by drawing attention to reports centrally filed in the UN Secretary-General's reporting mechanism. • The RC ensures that the UNCT has a strategy to provide assistance and support to victims of sexual exploitation and abuse.
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¹¹ The AAP leadership role of the HCT in support of HC is made explicit in the Humanitarian Country Team (HCT) Compact as part of the IASC Standard Terms of Reference for HCTs endorsed by the IASC Principals' February 2017.

	<ul style="list-style-type: none"> • Individual entities are accountable and responsible for follow-up and investigation of SEA allegations concerning their personnel, as well as the provision of support and assistance to victims and protection for PSEA. • All RCs and UNCT members contribute to the development of an annual update of the country level PSEA Action Plan. UNCT members provide formal feedback to RC on existing policies and procedures relating to accountability for PSEA by implementing partners, service providers, or suppliers.
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3.2 Strategic Planning and Programming: Ensuring that UN operational activities for development are focused on advancing sustainable development, with the eradication of poverty in all its forms and dimensions and leave no one behind as overarching objectives, consistent with the integrated nature of the 2030 Agenda

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> • The RC coordinates UNCT efforts to jointly support government to ensure that SDG priorities are articulated in national plans and underpinned by robust data and analysis, as requested. • The RC leads UN Common Country Analysis (CCA) of the development landscape with the full participation of UNCTs, and the involvement – as deemed helpful by the UNCT – of other UN entities that are not UNCT members, irrespective of physical presence. The RC identifies and leverages relevant expertise and analyses from across the system and beyond, and ensures internal and external stakeholder participation, including the Head of Mission in contexts where the RC serves as the DSRSG. • All UNCT members actively engage in all stages of the UN Cooperation Framework cycle, including through UN results groups, and joint workplans, and activity in support to the government to meet the goals of the 2030 Agenda, including to align agency programme cycles related to development activities and development related content so that they are 	<ul style="list-style-type: none"> • The RC coordinates, with full participation of UNCT members and in a timely manner, the processes of CCA/UN Cooperation Framework development, as the foundation for the strategic response and programmatic activities in country. • UNCTs provide, through RCs, annual reporting to the Secretary-General and to the government on the implementation of the UN Cooperation Framework – with real-time reporting through UN INFO, including on results and impact of knowledge-sharing and collaboration¹⁷. The annual reports are also shared with the Regional Collaborative Platforms for their information. • The RC chairs UNCT annual performance reviews to assess results achieved in the joint workplan. • All RCs and UNCT members complete SDG Primer accreditation, Cooperation Framework course and the BOS 2.0 Practitioner training prior to, or within six months of, taking up a position. • UNCT members’ job profiles and terms of reference at all levels - include responsibility for active engagement in UNCT processes and related Cooperation Framework implementation groups

¹⁷ Annual reporting to the Secretary General to include description and results of UNCT engagement with UN peacekeeping or political missions, as appropriate.

<p>derived from the UN Cooperation Framework (and not vice versa), and draw on the UN Cooperation Framework for their agencies' programme documents, in line with the Cooperation Framework Guiding Principles and Guidance.</p> <ul style="list-style-type: none"> • The Resident Coordinator plays a leadership role throughout the Cooperation Framework process and is accountable for its timely development. • All UNCT members participate in the UNCT annual performance reviews to assess results achieved in the joint workplan. • Drawing on the role of DCO regional offices, RC works with UN system members (irrespective of physical location) to identify and leverage expertise and assets, where feasible, to develop, implement, monitor and report on the UN Cooperation Framework, through UN Results Groups and respective Joint Workplans, and real-time monitoring and reporting through UN INFO. • RCs ensure UNCT members receive adequate access, technical support and guidance on the use of UN INFO through RCOs • The RC is supported by UNDP – in its integrator role - in leveraging system-wide expertise and knowledge for more integrated policy advice and whole-of-government and whole of society approaches toward achieving the SDGs. • UNCT members actively work with the RC within the context of the UN Cooperation Framework results framework, including with technical support, to achieve agreed UNCT results and in analysis, planning, tracking and reporting processes, information management, communication and advocacy. • UNCT members consult with the RC in key stages of entity-specific strategic planning and formally solicit her/his feedback on the alignment to the UN Cooperation Framework. • When producing a new country programme, the RC written confirmation to the respective Regional Director or equivalent of her/his agreement that the document derives from the UN Cooperation Framework, before the 	<p>and joint programming efforts including joint evaluations and delivery on their respective areas of the UN Cooperation Framework and the 2030 Agenda.</p> <ul style="list-style-type: none"> • The RC regularly updates the UNCT regarding the work of peacekeeping and political missions and any implications for the work of the UNCT, including the provision of political analysis, in relevant contexts. Where appropriate, the RC facilitates engagement between UNCT members and missions. • Entities' country strategic planning and programming processes and documents include systematized and formal feedback from RCs... • Under the leadership of the RC, and with technical support of the RCO, UNCTs ensure real-time reporting through UN INFO, including on results and impact of the Cooperation Framework, and on disaggregated data- sharing and collaboration.
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<p>respective entity proceeds with sign-off ¹⁵, in line with the Cooperation Framework Guiding Principles and Guidance. The RC's feedback is limited strictly to alignment to the UN Cooperation Framework priorities and should not be a technical review of the CPD.</p> <ul style="list-style-type: none"> • The RC, together with the UNCT, builds strategic partnerships¹⁶ around the UN's collective support to the 2030 Agenda, aligned to the Cooperation Framework, and enables active, meaningful participation of local communities, particularly those left behind or at risk of being left behind, and recognizes and puts in place measures to ensure the UN system's accountability to the government. • The RC ensures an independent final UN Cooperation Framework evaluation and a management response that promotes national ownership through involvement of national partners, civil society and other relevant stakeholders in the process and informs the development of subsequent CCAs and UN Cooperation Frameworks. • The RC advances, together with and in support of government, UNCT and relevant regional entities, regional knowledge-sharing and collaboration, policy integration, south-south and triangular exchanges, and multi-country and transboundary initiatives in pursuit of greater system-wide results and impact. • "Where multidimensional peacekeeping operations are deployed and in some political missions, the RC is also the DSRSG (as well as HC) to ensure coherence with UN-wide mandates in prevention and resolution of conflict, building resilience, sustaining peace and transition planning and management. 	
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¹⁵ The RC's feedback is limited strictly to alignment to the UN Cooperation Framework priorities and should not be a technical review of the CPD.

¹⁶ Strategic partnerships at the national and sub-national levels with diverse entities including with civil society, trade unions and employers' organizations, networks of young people and people living with disability, the private sector, parliamentarians, academia, media and think-tanks, and the broader development community.

3.3 Communications and advocacy: Communicating and advocating for the achievement of the SDGs in a way that leaves no one behind and ensures respect for and protection of, human rights and gender equality

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> • The RC coordinates UNCT system-wide communications efforts with due regard to relevant roles and responsibilities of individual agencies, to promote and advocate for the achievement of the 2030 Agenda in all its dimensions and the commitment to leave no one behind. • The RC/UNCT promote and advocate fundamental values, standards and principles of the UN Charter, including respect for and protection of human rights and gender equality and advocacy on the commitment to 'leave no one behind' and reaching the furthest behind first¹⁸, ensuring a strategic and coherent approach, with due regard to relevant roles and responsibilities of individual agencies. • The RC and UNCT members protect national staff from undue pressure and human rights violations from the government, especially in the absence of a senior international agency representative as part of their duty of care responsibilities. • Under the RC's strategic leadership, UNCT members fulfill and integrate normative and advocacy work in the areas of their mandate, in line with agreed specific working arrangements. and in consultation with the RC in exceptional and sensitive cases. • The RC leads the UNCT in fostering a coherent and strategic engagement on, and pursuance of, the UN's normative agenda, as per international and regional treaties and conventions, and in support of national capacity development, in accordance with relevant mandates and responsibilities. • The RC and UNCT take active steps to ensure inclusive and transparent communications, access to information and outreach to stakeholders in all sectors, with due focus on 	<ul style="list-style-type: none"> • Under the leadership of the RC, UNCTs implement a common UNCT communication strategy to support the achievement of the 2030 Agenda based on the Cooperation Framework outcomes and aligned to the UN's Global Communications Strategy, as outlined in UNSDG guidelines on Communicating Together and without prejudice to the right and ability of each separate entity to communicate and advocate, under their own name and logos, for their mandates. • Communications focal points in UNCT member entities participate actively in the UN Communications Group. • RC and UNCT members' performance assessment systems include performance indicators relating to of the following: communications and outreach on the SDGs, promoting norms, advocating for human rights and gender equality (drawing on the UNCT SWAP Gender Equality Scorecard, the Youth 2030 UNCT scorecard, the UNCT scorecard on Disability Inclusion) and effective engagement with civil society and State institutions. • Under the leadership of the RC, and with technical support of RCO, UNCTs ensure real-time reporting through UN INFO, including on results and impact of Cooperation Framework, and on disaggregated data-sharing and collaboration. • The RC and UNCT members work together to position the UNCT's development work and support to achieve the 2030 Agenda in a coherent way, with a common UNCT identity and joint strategic communication and advocacy approach, as outlined in the Standard Operating Procedure on Communicating Together. • The RC is the lead in-country spokesperson in response to public protests and sudden onset crises in absence of political/peacekeeping mission. In consultation with the RC, UNCT members may also issue statements as they pertain to – and are limited

¹⁸ In contexts where peacekeeping or special political missions are deployed with the RC also serving as the DSRSG this will be led by the Head of Mission.

<p>groups at risk of being left behind, in recognition to the UN system’s accountability to the populations it serves.</p> <ul style="list-style-type: none"> • The RC leads and enhances strategic communication and advocacy efforts by UNCT members that advance UN system efforts and collective results to achieve the UN Cooperation Framework, to promote the 2030 Agenda, and to generate positive public support and ownership. • The RC and UNCT members work with government, regional organizations, UN entities (including integrated UN presences), NGOs, trade unions and employer’s organizations, the private sector, media, networks of youth, women, faith-based organizations and other leaders, and relevant CSO actors, to ensure that they take humanitarian concerns into due account, at times of crises and in relevant contexts. • The senior-most UN official in a country (such as the Head of Mission/SRSG, RC or HC if distinct) is responsible and accountable for coordinating UN crisis management efforts in country. In times of crisis, a UN Communication Group crisis team is established, the chair of which also joins the UNCT crisis management team meetings¹⁹. 	<p>to – their entities’ respective mandate. All UNCT members should align messages with the joint UN statement and ensure enhanced communications coordination with senior leadership during moments of crisis. RCs should consult with UNCT members on sensitive issues that fall under the entity’s mandate.</p> <ul style="list-style-type: none"> • UN Information Centers support the RC and UNCT in developing and implementing the respective country communications and advocacy plan.
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3.4 Common Services: Ensuring the best configuration of support on the ground, through pooling of resources and enhanced coordination, transparency and efficiency of UN development activities

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> • The approach to common business operations is defined by guidance issued globally by the UNSDG’s Business Innovations Group (BIG). • The RC and UNCT jointly (including with the Head of Mission in contexts where the RC is serving as the DSRSG) advance country-specific measures to promote UN common business operations, including implementation of the Business Operations Strategy (BOS), establishment and transition to Common Back 	<ul style="list-style-type: none"> • UNCT members and RCs jointly implement the agreed Business Operations Strategy services prioritized in the UNCT BOS Annual Work Plans. • Participating UNCT members and RCs jointly design and transition to Common Back Offices that reflect local needs for operational support with the aim to reduce costs and/or increase quality of operational support to programme delivery. • Participating UNCT members and RCs design and

¹⁹ Refer to the UNCG Crisis Communications Standard Operating Procedure (SOP) and the Communications Guidelines on Social Protest.

<p>Offices (CBO), and common premises in an effort to enable joint work and generate cost efficiencies and quality gains in operational support to programme implementation.</p> <ul style="list-style-type: none"> • In line with global UNSDG guidance, participating UNCT members cost share the design and implementation of country-level common services through the BOS, Common Premises (where relevant) and CBO, in coordination with the RC. 	<p>implement a Common Premises plan outlining the way forward for the management or establishment of the UN Common Premises at the country level.</p> <ul style="list-style-type: none"> • RCs coordinate UNCT-wide efforts for cost-sharing resources required for the design and implementation of common services agreed under the BOS and CBO and ensure staff supporting the work are available in support of the UNCT priorities as outlined under the BOS, CBO or Common Premises plans. • UNCT members and RC ensure staff leading on these initiatives have at least one performance management target associated with their work in support of the engagement and implementation of the Business Operations, Strategy, Common Back Office and Common Premises. • UNCT and RCs report annually on the cost avoidance and quality impact of the services implemented under the BOS, Common Premises and the Common Back Office in those countries where the Common Back Office is implemented and update their workplans to reflect the results of these discussions to enhance impact in the next year. • The RC chairs joint annual performance reviews to monitor results achieved under the BOS and CBO, as outlined in the workplan and other agreed inter-agency commitments.
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3.5 Funding/Resource Mobilization: Ensuring full optimization of financial and human resources in the delivery of collective system support to the 2030 Agenda

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> • The RC and UNCT work together to promote and encourage a coherent approach to funding the UN development system that aligns with the principles, objectives and commitments of the Funding Compact – in particular, flexible and strategic-level funding which provides stability, and funding that supports and facilitates common results and joint activities. • The RC works with the UNCT to develop the Funding Framework and resource mobilization strategy once the Cooperation Framework is signed, towards an integrated funding approach where applicable, while 	<ul style="list-style-type: none"> • Timely and comprehensive information on MPTFs and pooled funding is provided by the RC to UNCT, and vice versa, and by different entity leads to the RC and all UNCT. • UNCT members provide regular information to the RC and the UNCT on their respective resource mobilization plans for the Cooperation Frameworks Funding Framework. • The UNCT coordinates outreach to funding partners with the RC and other UN entities in country, according to the activities and division of labour defined under the UN Cooperation Framework.

<p>paying due respect to different organizational mandates and modalities.</p> <ul style="list-style-type: none"> • The RC and UNCT members work together to encourage less tightly earmarked cost-sharing and to promote pooled funds and other funding arrangements incentivizing more programmatic cooperation, in line with the Funding Compact, especially regarding action around the SDGs and outputs identified in the UN Cooperation Framework. • RC provides governance and oversight of any UNCT-wide funding and financing instruments. • The RC and UNCT jointly support the mobilization of resources with and on behalf of the UNCT for joint UN efforts and country-team-wide plans and initiatives as framed within the UN Cooperation Framework. • The RC will support, as needed, the formulation of joint programmes, and confirms the joint programme contributes to the agreed Cooperation Framework results. • UNCT members ensure compliance with the Funding Framework of the UN Cooperation Framework, agreed with the RC/UNCT as part of the Cooperation Framework process, and support the RC in related resource mobilization efforts and vice versa. • UNCT members carry fiduciary and programmatic responsibility for the use of funds from MPTFs or other inter-agency funds. • UNCT members carry out resource mobilization (individually or jointly) for their specific country plans and for their contribution to the UN Cooperation Framework results, in coordination with the RC and in line with the agreed UNCT Funding Framework and resource mobilization plan. • The RC and UNCT members work together to encourage less tightly-earmarked cost-sharing and promote pooled funds, in line with the Funding Compact, especially regarding action around the SDGs and outputs identified in the UN Cooperation Framework. 	<ul style="list-style-type: none"> • The RC consults fully and on a timely basis with all UNCT members regarding joint/system-wide funding, in support of the UN Cooperation Framework, including outreach to/submissions of proposals to potential funding partners and investors. The RC, in coordination with the UNCT, mobilizes resources for joint activities and plans in support of the UN Cooperation Framework. • RCs coordinate UNCT-wide efforts for resource mobilization for the Cooperation Framework.. While UNCT members (irrespective of physical location) retain their ability to fundraise locally for their own or joint programmes with other entities, they will ensure alignment to and consistency with agreed UNCT/UN Cooperation Framework Funding Framework and resource mobilization strategy through adequate coordination with the RC, to avoid (perceived or real) competition for funds and maximize the opportunities for joint programming/programmes. • When coordinating submissions to global funding mechanisms on behalf of the UNCT, the RC consults with UNCT members and explains final decisions on the basis of the agreed-upon criteria relating to prioritization of requests to the UNCT. • In line with the Guidance on Joint Programmes, where there is an explicit role for the RC, the RC co-signs Joint Programmes with UNCT members and chairs or co-chairs (with government counterpart) local steering committees for joint programmes or trust funds (i.e., Joint Programmes funded by the country-based One Funds, or by the Joint SDG Fund, etc.). • RC and UNCT members ensure donors at country level are aware of relevant policies regarding provision of the 1% coordination levy on tightly earmarked development contributions.
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4. REGIONAL LEVEL ROLES, RESPONSIBILITIES AND MECHANISMS

4.1 Regional Level Roles and Responsibilities

At the regional level the UN development system is comprised of two main actors - regional offices of UN entities and Regional Economic Commissions. As set out in ECOSOC Resolution 2020/23 on progress in the implementation of the QCPR, the inter-agency work is mainly organized through Regional Collaborative Platforms (RCPs), the main internal UN-wide collaboration platform for sustainable development at the regional level.

Taken together, the UN development system at the regional level is collectively responsible for providing integrated and coordinated support to countries for the achievement of the 2030 Agenda within their region through regional and cross-border analysis and initiatives aligned with national development needs and priorities, and for translating, adapting and contextualizing global policy. The regional UN development system is collectively accountable to support UN country teams and Resident Coordinators to achieve the results set out in their Cooperation Framework as the most important instrument for the planning and implementation of UN development activities in each country.

I. Regional Offices of UN entities

Where they exist, regional offices of UN entities:

- Provide, as applicable support and oversight to country offices of their respective entity. They have oversight of respective entity representatives, and hold entity representatives to account for their contribution to the Cooperation Framework and UNCT joint results, including those in entities' country programmes.
- Provide support to Resident Coordinators and UNCTs in their region, including by seeking inputs from Resident Coordinators on entities' representative profiles, and proactively seeking appraisals from Resident Coordinators on entities' representatives contribution to the work of UN results groups and ultimately to UN Cooperation Framework joint results.
- Foster collaboration and coherence across entities for the development and implementation of Cooperation Frameworks at country level, and translate, adapt and contextualize global policy for regional, sub-regional, and cross-border application.
- Contribute to strategic regional and subregional guidance and decision-making around normative issues facilitating uptake by RCs and UNCTs at country level and in cross-border settings.
- Foster inter-country learning and exchange in the areas related to entities' mandates.
- Provide facilitation, technical support, and capacity building to UNCTs to support achievement of joint results at the country level as contained in the Cooperation Framework including through active participation in the Peer Support Group mechanism.

- Ensure direct delivery of country and regional programmes, in the case of some entities.
- Develop regional and sub-regional strategies analytical tools and products.
- Participate in the Regional Collaborative Platforms
- Serve, in the case of UNDP Regional Directors and Regional Economic Commissions, as co-vice-chairs of the Regional Collaborative Platforms and as part of the joint secretariat with the DCO Regional Offices.

Regional offices of UN entities work together and with the Regional Economic Commissions to promote intra-regional and inter-regional cooperation, both among themselves and through collaboration with other regional organisations.

In some cases, UN entities have sub-regional offices and/or multi-country offices that perform a country representation role at the same time they provide the above functions to multiple countries in the region or the region as a whole.. Where the regional or multi-country office performs country level functions in the host country, country-level roles, responsibilities, relationships and accountability agreements apply.

II. Regional Economic Commissions (RECs)

Founded through individual General Assembly and ECOSOC mandates, the five Regional Economic Commissions (RECs) report to ECOSOC. Executive Secretaries of the RECs are appointed by the Secretary-General:

- UN ECE – UN Economic Commission for Europe²⁰
- UN ECLAC – UN Economic Commission for Latin America and the Caribbean²¹
- UN ECA – UN Economic Commission for Africa²²
- UN ESCWA – UN Economic and Social Commission for Western Asia²³
- UN ESCAP – UN Economic and Social Commission for Asia and the Pacific²⁴

The role of the RECs is to²⁵:

- Foster economic integration at the subregional level and regional level, including through the promotion of, and support to, regionally agreed norms and policy frameworks;
- Promote the implementation of internationally agreed development goals and normative commitments at regional level;
- Support follow-up of the 2030 Agenda at regional level, and provide the link to national and global follow-up processes; and
- Support sustainable development by contributing to bridging economic, social and environmental gaps among their member countries and within subregions.

²⁰ ECOSOC resolution 36(IV), 1947

²¹ ECOSOC resolution 106(VI), 1948

²² ECOSOC resolution 671A(XXV), 1958

²³ ECOSOC resolution 1818(LV), 1973 and ECOSOC resolution 69/1985, 1985

²⁴ General Assembly resolution 3211/97, 1977, and ECOSOC resolution 1998/46, 1998

²⁵ <http://www.regionalcommissions.org/about/the-regional-commissions/what-we-do/>

In addition, the RECs are accountable, with the other regional entities of the UN development system, for supporting the Resident Coordinators and UNCTs in the region to achieve the results set out in the Cooperation Framework and other agreed inter-agency commitments, particularly through provision of analytical technical assistance, advocacy and policy support.

To achieve these objectives, the five regional commissions facilitate multilateral dialogue, knowledge sharing and networking at the regional level, provide capacity building support at national level in line with the Cooperation Framework, and work together and with the Regional offices of the UN entities to promote intra-regional and inter-regional cooperation, both among themselves and through collaboration with other regional organisations.

The Executive Secretaries of the Regional Economic Commissions organize the Regional Forums on Sustainable Development²⁶ and serve as co-vice-chair of the respective Regional Collaborative Platforms.

III. UN Development Coordination Office (DCO)

The DCO has five regional offices, which are responsible for providing advice and technical support to the RCs and RCOs in their capacity as:

- Member of the Regional Collaborative Platform (RCP) and Member of the Joint RCP secretariat;
- Facilitator of interaction between RCP and RCs/UNCTs;
- Chair of the Peer Support Groups (PSG);
- Entity that manages the RC system in the region; and
- Entity in charge of facilitating day-to-day management of the performance of D1 and D2 RCs in their respective regions/ facilitating RC appraisals in their respective regions.

The primary role of the Regional DCO is to provide strategic support to RCs and UNCTs to advance the 2030 Agenda for Sustainable Development and the SDGs. More specifically, the role of the Regional DCO is to:

- Provide strategic support to RC leadership and support RC offices to deliver on their functions and manage day-to-day operations of the RC system;
- Support the Assistant Secretary-General for Development Coordination in performance management of RCs at the D1 and D2 level. In this respect, proactively seek inputs from UN Regional Entities' Directors for inclusion into the performance appraisal of the RCs of the given region;
- Enable knowledge sharing among RCs, RC Offices, and UNCTs, as well as capacity development in areas mandated by the UN development system repositioning, including business efficiencies;
- Coordinate engagement with the RCP, enabling RCs and indirectly UNCTs to access regional expertise, including through the Issue-Based Coalitions (IBCs), and to receive strategic advice, guidance and support from RCP members, including operational activities relating to cross-border and sub-regional matters;

²⁶ GA Resolution A/RES/67/290, 2013

- Provide tailored support to the RC system in countries in complex or special settings, helping to connect RCs/UNCTs with regional level and UNCTs' concerned departments at headquarters.
- Ensure the compliance of UNCTs and RC Offices with agreed UNSDG policies and procedures.
- Support the UN development system, in full compliance with their respective mandates to continue to enhance cooperation, collaboration and coordination with humanitarian assistance and peacebuilding efforts at the national level in countries facing humanitarian emergencies.
- In conflict and post-conflict settings, support the integration of UNCTs' work with UN peace operations to fully contribute to building resilience, prevention and sustaining peace.

In addition, the Regional DCO provides Secretariat functions to the Regional Collaborative Platforms, as part of the Joint Secretariat together with the Regional Commissions and UNDP.

The Regional DCO chairs the Regional Peer Support Group for the region with a dotted reporting line directly to the RCP chair.

The PSG, primarily functions as a strategic planning expert team that brings an integrated, system-wide rather than "agency-specific" support to the CCA/Cooperation Framework processes occurring at country level in respective regions. It also flags needs and opportunities for additional technical support to the RCP. Its 3 key responsibilities are detailed in the Terms of Reference:

- Provide strategic planning support to CCA/Cooperation Framework cycle to increase likelihood of high-quality roadmap, CCA and cooperation frameworks.
- Review of drafts of UNCT Roadmap, CCA and Cooperation Framework products to provide advice for increasing their quality.
- Promote regional level experience exchange on good practice and examples in advancing the 2030 Agenda through the Cooperation Framework.

4.2 Regional Mechanisms

Across all regions, work is organized through regional collaborative platforms (RCP), the main internal UN-wide collaboration platform for sustainable development at the regional level. In each region, the RCP will be chaired by the Deputy Secretary-General in the capacity as RCP Chair, with the Executive Secretaries of the respective regional commissions and the UNDP Regional Directors as Vice-Chairs.

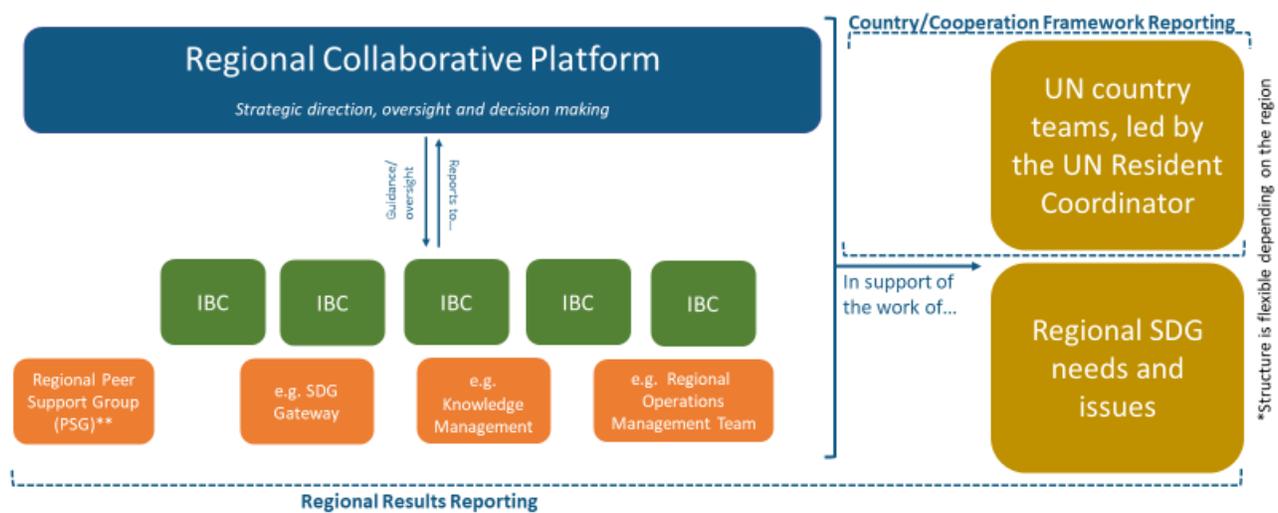
The RCPs provide strategic direction and decision-making for regional activities in support of regional, sub-regional, transboundary or common issues and priorities. RCPs will not implement operational activities nor will they function as platforms for intergovernmental deliberations.

The RCPs will ensure coordination, collaboration and the best use of UN expertise and assets across UNDS entities at the regional level. The RCPs will bring together leadership, accountability and clarity to UNDS system-wide goals, activities and results in the regions and strengthen support to UN country teams at country level in the implementation of the 2030 Agenda for Sustainable Development and achieving the SDGs. The RCPs will also help operationalize priorities and issues set out by the UN Sustainable Development Group in each region, as relevant,

and report back to the UNSDG on results achieved, key issues and bottlenecks that require further consideration by the UNSDG.

The RCP functioning and working arrangements outline the common roles, responsibilities and core functions of the Regional Collaborative Platforms (RCPs) to ensure consistency across regions, while allowing for flexibility to consider regional specificities. The core functions are as follows:

- Foster collaboration on sustainable development across UN development system entities operating at the regional and sub-regional levels, including by promoting and facilitating time-bound issue-based coalitions to respond to regional, sub-regional or cross-border or common development issues.
- Promote joint actions to address gaps in SDG implementation, including those identified through the regional forums on sustainable development and the High-Level Political Forum.
- Discuss major regional strategic developments and issues, pathways to addressing them and align regional and global agendas accordingly.
- Promote regional coherence with the policies agreed by CEB's High-Level Committee on Programs (HLCP), the High-Level Committee on Management (HLCM) and the UN Sustainable Development Group.
- Promote inter-agency joint actions, strategies, coalitions and exchange of staff and expertise across entities, in support of regional integration and collaboration, regional and sub-regional initiatives and programmes, and transboundary and common issues.
- Foster inter-agency cooperation and collaboration on sustainable development to ensure or improve implementation of internationally and regionally agreed frameworks, norms and standards.
- Promote coherent regional policy dialogues and responses to challenges related to SDG achievement (regional public goods, agreements, norms, visions and strategies as well as common policy positions).
- Facilitate demand-driven integrated policy advice, normative support and technical capacity to regional and sub-regional organizations, Resident Coordinators (RCs) and UN Country Teams (UNCTs), including the Common Country Analysis (CCA), the UN Cooperation Framework and derive and strengthen entities Country Programme Documents or Strategic Notes as relevant.
- Promote a region-by-region change management process that will seek to consolidate existing capacities for data and statistics, as well as other relevant analytical functions that may be currently duplicative.
- Coordinate and transparently share policy-relevant tools and knowledge products.
- Facilitate development of regional common back office plans and effective and efficient management at the regional level, on the basis of the global project document, but with maximum flexibility to reflect regional specificities and progress made in the regions.
- Provide criteria and guidelines to prepare the Regional UNDS System-Wide Results Report which will be prepared and presented by each region.
- Support linkages between humanitarian and development programming, in accordance with GA resolution 46/182, and in conflict and post-conflict settings, support the integration of UNCTs' work with UN peace operations to fully contribute to building resilience, prevention and sustaining peace.



*System-wide evaluation will be put in place, and the chart will be updated accordingly at that time.

** It is suggested that the PSG will formally be part of the RCP architecture, but will have a dotted reporting line direct to the RCP Chair. Graph to be updated upon confirmation of final arrangement.

RCPs are composed of the Executive Secretaries of the Regional Economic and Social Commissions, Regional Directors (or equivalent) of UN development system entities and the Regional Directors of the Development Coordination Office. The criteria for membership in UNCTs and the UNSDG should also guide membership in the RCPs – all UNDS entities with significant regional development activities (in that region) should be part of the RCP and subject to the same benefits and responsibilities.

Within the RCPs, timebound issue-based coalitions (IBCs) bring together the existing expertise of the regional UNDS entities to advance work at the regional level on cross border, sub-regional, regional issues and areas of common interest.

IBCs are demand-driven and respond to the specific needs and priorities of countries in the region or to the demand of the respective United Nations country teams. They vary according to the policy priorities in each region.

Regional Sustainable Development Goals (SDG) Gateways act as one-stop-shops for knowledge and data on the SDGs and help to disseminate data consistently at the global and regional levels and regional assets to respond in real time to national needs and priorities.

5. REGIONAL LEVEL RELATIONSHIPS AND ACCOUNTABILITY AGREEMENTS

Regional level relationships and accountability agreements fall into four categories divided by function.

5.1 A unified mechanism for internal coordination: The UN Regional Collaborative Platform (RCP): To foster collaboration on sustainable development across UN development system entities operating at the regional level

Working Relationship(s)	Accountabilities for Results
<p><i>Leadership of UN development activities: Ensuring that the collective efforts of the UN are coordinated and aligned at the regional level to support countries to meet the goals of the 2030 Agenda</i></p>	
<p>Regional Collaborative Platforms</p> <ul style="list-style-type: none"> • The Deputy Secretary-General in the capacity of the Chair of the UNSDG, chairs the regional collaborative platforms. • The Executive Secretaries of the respective regional commissions and the UNDP regional directors, at the level of Assistant Secretary-General, are Vice-Chairs of the RCPs. • RCPs are composed of the Executive Secretaries of the Regional Economic and Social Commissions, Regional Directors (or equivalent) of UN development system entities and the Regional Directors of the Development Coordination Office. • At the global level, DCO provides the main support for the RCP Chair in organizing annual meetings of the platforms chaired by the DSG, in close coordination with the Joint RCP Secretariat. • The Joint Secretariat of the RCP, comprised by the regional offices of the DCO, the regional Commissions and UNDP regional office, provides substantive and logistical support for regional collaborative platform functions to the Chair and the Vice-Chairs throughout the year. • RCPs convene once a year in a meeting chaired by the DSG, back-to-back with the regional 	<p>Regional Collaborative Platforms</p> <ul style="list-style-type: none"> • The Chair and the Vice-Chairs of the RCP set out RCPs strategic direction and the RCP workplan with input from RCP members, supported by the Joint Secretariat to the RCP, which is comprised by the regional offices of the DCO, the Regional Commissions and UNDP regional offices. • RCP members are mutually accountable for implementation and delivering of shared results of agreed RCP workplans. • The DSG, supported at the global level by DCO, and working closely with the joint RCP Secretariat in the respective region, chairs the annual meeting of the RCP back-to-back with the regional forums on sustainable development. • The Vice-Chairs convene RCP meetings as often as deemed necessary to deliver on the workplan and provide guidance according to a meeting calendar agreed by Vice-Chairs in consultation with the RCP members, by the annual RCP meeting. Ad-hoc meetings can be called as needed. • The RCPs consider the annual results reports shared by Resident Coordinators for information. • The RCP Chair and Vice-Chairs, with support from the Joint Secretariat, ensure operationalization of Chief Executives' Board (CEB), its subsidiary mechanisms and UNSDG policy and decisions relevant to regional priorities and workplans.

<p>forums on sustainable development and as needed, determined by the Vice-Chairs.</p> <ul style="list-style-type: none"> • RCP Chair report back to the UN Sustainable Development Group on results achieved, key issues and bottlenecks that require further consideration by the UNSDG. • The DCO Regional Director facilitates the coordination and interaction with RCs and UNCTs and the RCP, including their invitation to RCP meetings, meetings of IBCs, regional conferences and platforms, as relevant. • Regional DCO ensures RC requests and inputs are brought to the RCPs and its various mechanisms (IBCs), as appropriate. • Through the Joint Secretariat, and under the lead of the RCP Vice-Chairs, and in consultation with or at the request of the IBCs leads, SRSGs and peace operations may be invited to RCP meetings, IBCs meetings, regional conferences and platforms on issues that are relevant to their missions. • Regional Commissions lead the organization of RFSDs and facilitate the participation and engagement of RCP members in such events. 	<ul style="list-style-type: none"> • Under the leadership of the RCP Vice-Chairs, the DCO Regional Director ensures that RCs are consulted and invited as necessary to RCP meetings and discussions and IBC meetings to ensure a coherent and transparent collective response to country guidance, demands and country implementation of relevant regional commitments. • The DCO Regional Director ensures that Country-level requests and input from Resident Coordinators, and, through RCs, of UNCTs are brought to the RCP and its various mechanism such as IBCs as appropriate. • In consultation with the Vice-chairs, the Joint Secretariat facilitates the convening of ad hoc RCP meetings to address country situations when not addressed through other existing mechanisms which may impact the progress on Agenda 2030. • The Joint Secretariat, under the leadership of the Vice-Chairs, ensures that DPPA, SRSGs, regional HCTs, and peace operations are consulted and invited as necessary to RCP meetings and discussions to ensure a coherent and transparent collective response across the peace, development and humanitarian pillars.
<p>Issue-Based Coalitions</p> <ul style="list-style-type: none"> • Timebound issue-based coalitions (IBCs) bring together the existing expertise of RCP members to foster collaboration on sustainable development issues most relevant to their respective regions, or issues that are transboundary or for which multiple United Nations country teams seek regional support and guidance . Issue-based coalitions are demand-driven and respond to the specific needs and priorities of region or to the demand of the respective United Nations country teams. Issue – based coalitions vary according to the policy priorities in each region. • Cross-regional exchanges on the IBCs are encouraged to share results, practices and knowledge for further replication. • IBCs operate according to an annual workplan and report to the RCP Vice Chairs on progress made against their deliverables. 	<p>Issue-Based Coalitions</p> <ul style="list-style-type: none"> • All RCP members are entitled to participate, based on their entity mandate and comparative advantage, through the RCP in time-bound, IBCs to respond to country needs and priorities, regional sustainable development issues and to address specific cross-border or sub-regional issues. • RCP Vice-Chairs, with technical day-to-day support from the RCP Secretariat, are responsible for overall monitoring of the work of the IBCs and other mechanisms established under the RCP and the respective Chairs/Co-Chairs of RCP related mechanisms are responsible for day-to-day work. • IBC Co-Chairs facilitate the agreement on IBC objective, strategic guidance and workplans after consultation with IBC Members. • The IBC Co-Chairs ensure that adequate capacities and resources are allocated to the IBCs from its members for the successful implementation of the IBC workplans.

- Each IBC is led by no more than 2 to 3 Co-Chairs, nominated by the RCP Vice Chairs after consultation with RCP members and within the overall guidance of the RCP.

- The IBC workplans are approved by the RCP Co-Vice-chairs after consultation with RCP members within the overall guidance of the RCP Chair.
- IBC Co-Chairs are accountable for the implementation of the IBC workplans, and report to the RCP Co-Vice chairs on progress made against their deliverables.

Annual regional results reports

- The RCP issues an annual regional results reports on system-wide joint results, with a focus on collective achievements and joint system-wide impacts at the regional level that contributed to the advancement of the 2030 Agenda and the achievement of the SDGs, along with other regional development agendas, goals and priorities. The report reflects on collective contributions by regional-level initiatives, including transboundary programmes in the thematic areas of issue - based coalitions.
- The Joint Secretariat supports the preparation of the report, under the leadership and guidance of the co-Vice Chairs and with final clearance from the RCP Chair.

Regional Sustainable Development Forum

- The RCP serves as a consultation platform to prepare the Regional Sustainable Development Forum convened under the auspices of the RECs.

Performance Management and Accountabilities

- Executive Secretaries of the Regional Commissions the Regional Directors of UN development system entities and the Regional DCO Directors are accountable for compliance to the regional MAF. Regional Directors are also accountable for compliance by the representatives of their respective entities with the country-level MAF.
- The RCP role and related goals are included in individual performance compacts of the RCP Vice-Chairs, DCO Regional Directors and RCP members.
- Regional Directors' responsibility in supporting UNCT members to drive joint results in line with the Cooperation Framework and other inter-agency agreements is reflected in Regional Directors' individual performance compact or equivalent.

	<ul style="list-style-type: none"> • UN entities' Regional Directors or equivalent seek inputs from Resident Coordinators on entities' representative profiles, and proactively seek appraisals from Resident Coordinators on the performance of entities' representatives in respect of planned joint results under the UN Cooperation Framework. • Entities' Regional Directors inform the performance appraisal of the RCs through a process facilitated by DCO. • DCO includes meetings with RCP members in the induction of newly appointed RCs • RCs are systematically informed of in-country visits and entity development activities conducted from the regional level.
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Strategic Planning and Programming: *Ensuring that UN operational activities for development at the regional level are focused on advancing sustainable development, with the eradication of poverty in all its forms and dimensions and leave no one behind as overarching objectives, consistent with the integrated nature of the 2030 Agenda*

<p>Regional Peer Support Groups (PSGs)</p> <ul style="list-style-type: none"> • Regional Peer Support Groups (PSGs) are chaired by the DCO Regional Director, in line with their terms of reference, quality assures the Cooperation Framework cycle roadmap, Common Country Analysis, and the Cooperation Framework. • The PSG supports RCs and UNCTs to ensure an integrated analysis of regional and transboundary issues is included in CCAs and UN Cooperation Frameworks. • The PSG works with its members to identify and leverage cross-agency expertise and assets, as needed, to support the design of CCAs and UN Cooperation Frameworks. <p>Regional Collaborative Platforms (RCPs)</p> <ul style="list-style-type: none"> • The RCP works with its members to identify and build regional strategic partnerships around UN's collective support to the 2030 Agenda that address country needs and priorities as well as transboundary challenges. • The RCP works with its members to advance, 	<ul style="list-style-type: none"> • Under the leadership of the DCO Regional Director and as per PSG's terms of reference, RCPs Peer Support Group ensure the Cooperation Framework cycle roadmap, Cooperation Frameworks and CCAs are quality assured and meet the criteria set out in the Cooperation Framework guidance. • The DCO Regional Director shares a summary of PSG discussions with the RCP for any further comments, and convey, if any to the RCs/UNCTs for any final adjustment, as needed before final sign-off from the relevant RC. • RCP meetings include an overview of CCA and UN Cooperation Frameworks progress, and of how regional assets support design and implementation, including asks from the country level for regional support. • RCP meetings include consideration of regional strategic partnerships, regional knowledge sharing and collaboration that can advance SDG implementation at the regional and sub-regional level, and within countries. • RCP meetings include consideration of the work of peacekeeping and political missions, Human Rights and Humanitarian processes and any implications
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<p>together with government and UNCT, regional knowledge-sharing and collaboration, policy integration, south-south and triangular exchanges, and multi-country and transboundary initiatives in pursuit of greater system-wide results and impact.</p> <ul style="list-style-type: none"> • The RCPs work with DPPA, SRSGs and peace operations and Regional Humanitarian Coordinators and Humanitarian Country Teams to ensure full complementarity and contribution to building resilience, prevention, sustaining peace and transition planning and management. 	<p>for the work of UNCTs or the work of RCPs, in relevant contexts.</p> <ul style="list-style-type: none"> • Entity Regional Directors seek the confirmation of the respective RC that their entity country programming development instruments are aligned with the UN Cooperation Framework, and, for entities that submit country development programming instruments to their governing bodies, to do so before proceeding with sign-off for approval by their respective governing bodies. • RCP members use the UN development system informal dispute resolution mechanism any time there are disagreements that cannot be locally resolved at the country level, or for disagreements that cannot be resolved informally at the regional level (Annex 2).
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5.2 Knowledge management: Hubs in each region that enable cross-agency collaboration at the regional level on policy and strategy work and pool policy expertise by, or across, sectors to better identify and gain access to available regional assets to respond in real time to national needs and priorities

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> • RCP Members agree to allow countries and UNCTs to easily identify and access the expertise, experts, available assets, policy and strategy work, seated in a region in a unified system. • RCP Members, via agreed inter-agency knowledge management mechanism, ensure quick deployment of surge capacities on key policy issues to respond to specific national requests. 	<ul style="list-style-type: none"> • RCP Members, via agreed inter-agency knowledge management mechanism and with support from the Joint Secretariat, develop and implement workplan of the knowledge management hub for interoperability, and in support and alignment with the UN Info. • The co-chairs of the agreed inter-agency knowledge management mechanism are accountable for the implementation of the workplan and report to the RCP on progress made against their deliverables. • RCP members are accountable to make information, policy and strategy documents available for inter-agency support to countries, according to mutually agreed protocols and upon request of RCs, UNCTs and Governments. • RCP members are accountable for making relevant expertise available to the communities of practice in support of the implementation of the Cooperation Framework at the country level.

	<ul style="list-style-type: none"> Depending on the regional context, the RCP, with the leadership of the Vice-Chairs, decides the mechanisms through which the Knowledge Management Hub will be maintained and upkept.
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5.3 Transparency and Results Based Management at regional level: including through annual reporting on United Nations system-wide results at the regional level in support of the 2030 Agenda.

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> RCP Members, via agreed inter-agency results mechanism and with the support of the Joint Secretariat, coordinate the annual reporting on system-wide results of the UN on the 2030 Agenda at regional level. The report is in line with the RCP chair common parameters for regional reporting. All RCP members contribute to annual regional results reports on system-wide activities. The reports focus on collective achievements and joint system-wide impacts at the regional level that contributed to the advancement of the 2030 Agenda and the achievement of the SDGs, including transboundary programmes in the thematic areas of respective issue-based coalitions. The regional report on system-wide activities should not duplicate that which is reported by the UNCTs in the annual UNCT results reports, nor should it include individual agency results. 	<ul style="list-style-type: none"> In line with global UNSDG guidance, RCP members, via agreed inter-agency results mechanism, supported by RCP Joint Secretariat monitor progress in implementing RCP workplan to ensure results are achieved and captured in reporting. The report is coordinated by the RCP Secretariat and reviewed by the Co-Vice-Chairs, before final clearance by the RCP Chair. The RCP issues annual regional reports and shares reports with Member States ahead of the Regional Sustainable Development Forum. The reports will inform reports submitted to the Economic and Social Council at the global level. <p>The RCP is able to articulate the value proposition of the UN at the regional level including information on partnerships and joint funding, results and impact achieved.</p>

5.4 Data, statistics and analytical functions: consolidate existing capacities around data and statistics and relevant analytical functions.

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> RCP members work together to ensure data, statistic and analytical functions available in the region are consolidated in support of regional progress and national efforts for the long-term restructuring and reprofiling of the regional assets”. 	<ul style="list-style-type: none"> RCP via an agreed inter-agency results mechanism, and supported by RCP Joint Secretariat, develop and implement workplan to consolidate capacities around data and statistics in support of regional progress with regard to the SDGs, and in accordance with the UN Data Strategy. The regional SDG gateways provide a window into the global SDG data housed by the United Nations

	Department of Economic and Social Affairs and enable SDG progress assessment from the regional to subregional level.
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5.5 Regional Business Operation Strategies: for a more efficient regional presence

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> All RCP Members work towards implementation of regional Business Operations Strategy (BOS), in line with the global project document and, regional specificities and progress made in the various regions. 	<ul style="list-style-type: none"> Based on global UNSDG guidance, regional Operations Management Teams (R-OMTs) with RCPs, supported by DCO, develop and implement regional Business Operations Strategies, on the basis of the global project document but with maximum flexibility to reflect regional specificities and progress made in the regions. R-OMTs, supported by DCO and in coordination with the UNSDG Business Innovations Group, develop and implement workplans on the basis of the global UNSDG priorities and workplan but with flexibility to reflect regional specificities, and progress made in the regions. The Co-chairs of the R-OMT are accountable for the implementation of the workplan and report to the RCP on progress made against their deliverables.

5.6 Communications and advocacy: Communicating and advocating for the achievement of the SDGs on a regional scale, and respect for and protection of, human rights and gender equality and to ensure no one is left behind

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> The RCP coordinates system-wide efforts on communications and advocacy at the regional level, with due regard to relevant roles and responsibilities of individual agencies, funds and programmes and the regional commissions to promote and advocate for the achievement of the 2030 Agenda in all its dimensions and to leave no one behind. This is, with the support of from regional entities' communications staff, working alongside the UN Information Centers, RCOs and UN Communications Groups. 	<ul style="list-style-type: none"> With the support of the Joint Secretariat, the RCP coordinates communication and common messages around Issue-Based Coalitions products and recommendations. By virtue of their engagement with Regional Forums on Sustainable Development, RCP members also contribute to RFSD communication/advocacy plans and their implementation.

<ul style="list-style-type: none"> • The RCP promotes and advocates for the fundamental values, standards and principles of the UN Charter through the individual UN entities communications channels, including respect for and protection of human rights and gender equality and advocacy on the commitment to 'leave no one behind' and reaching the furthest behind first, ensuring a strategic and coherent approach. • The RCP fosters a coherent and strategic engagement on, and pursuit of, the UN's normative agenda, as per international and regional treaties and conventions, and in support of national capacity development, in accordance with relevant mandates and responsibilities. • The RCP enhances strategic communication efforts by and through its members that advances UN system efforts and collective results at the regional level to promote the 2030 Agenda, to generate positive public support and ownership. 	
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5.7 Funding/Resource Mobilization: Ensuring full optimization of financial and human resources in the delivery of collective system support to the 2030 Agenda

Working Relationship(s)	Accountabilities for Results
<ul style="list-style-type: none"> • RCP members, where needed, in complementarity with the Joint SDG Fund, supports countries efforts in funding sub-regional and cross border programmes implemented by UNCTs, including through development of Multi-Partner Trust Funds (MPTF). • RCP Members facilitate collaboration among RCs and UNCTs to develop joint regional/multi country resource mobilization strategies in complementarity with country-level resource mobilization efforts. • Where relevant, RCP Members consult with DPPA, SRSG and peace operations to explore funding mechanisms that support programmes across development and peace pillars. 	<ul style="list-style-type: none"> • RCP Chair and Vice-chairs, through the Joint Secretariat, ensure that funding and resource mobilization is discussed in RCP meetings, in support of countries efforts in funding sub-regional and cross border programmes implemented by UNCTs, including through development of Multi-Partner Trust Funds (MPTF). • RCP members exchange information on system-wide and regional resourcing trends and opportunities.

6. GLOBAL LEVEL ROLES, RESPONSIBILITIES AND MECHANISMS

6.1 Global Level Roles and Responsibilities

I. The Deputy Secretary-General

The **Deputy Secretary-General** has been delegated comprehensive responsibilities²⁷ for sustainable development by the Secretary-General, including the chairship of the UN Sustainable Development Group, giving the full effect to the provisions regarding the position set out in General Assembly resolution 52/12B²⁸.

II. The UN Development System

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

The UN development system is responsible for providing integrated and coordinated support to governments to achieve the Sustainable Development Goals, aligned with national needs and priorities. All UN entities' principals foster an integrated, whole-of-system approach, focused on the achievement of the Sustainable Development Goals, in their entities at all levels, and as members of the UNSDG. UNSDG members are accountable for ensuring that their regional offices and UN country teams have the necessary resources and support to achieve the results set out in the Cooperation Framework, as the most important instrument for the planning and implementation of UN development activities in each country.

III. The UN Sustainable Development Group

The **United Nations Sustainable Development Group** (UNSDG) is the high-level inter-agency forum for programme and operational guidance, and decision-making across the UN development system. It provides strategic direction and oversight to ensure UN development system entities

²⁷ <https://undocs.org/A/72/684>, para. 164.

²⁸ <https://undocs.org/A/RES/52/12b> - *The General Assembly, Decides to establish the post of Deputy Secretary-General as an integral part of the Office of the Secretary-General, as set out in addendum 1 to the report of the Secretary-General² and in the statement made by the Secretary-General on 4 November 1997 to the open-ended informal consultations of the General Assembly on United Nations reform: measures and proposals³ without prejudice to the mandate of the Secretary-General as provided by the Charter of the United Nations and, in accordance with the existing system of decision-making, with responsibilities delegated by the Secretary-General, including the following: (a) To assist the Secretary-General in managing the operations of the Secretariat; (b) To act for the Secretary-General at United Nations Headquarters in the absence of the Secretary-General and in other cases as may be decided by the Secretary-General; (c) To support the Secretary-General in ensuring intersectoral and inter-institutional coherence of activities and programmes and to support the Secretary-General in elevating the profile and leadership of the United Nations in the economic and social spheres, including further efforts to strengthen the United Nations as a leading centre for development policy and development assistance; (d) To represent the Secretary-General at conferences, official functions and ceremonial and other occasions as may be decided by the Secretary-General; (e) To undertake such assignments as may be determined by the Secretary-General;*

deliver coherent, effective and efficient support to countries seeking to attain sustainable development. As of 2021 the UNSDG comprises 34-member entities (Table 1) and guides, supports, tracks and oversees the coordination of development operations in 165 countries and territories. The UNSDG is chaired by the UN Deputy Secretary-General. The UNDP Administrator serves as UNSDG Vice-Chair.

The UNSDG executes the following key functions:

- Set the **strategic agenda** for the UN development system to support delivery of the 2030 Agenda, including establishing system-wide priorities, identifying major challenges and bottlenecks that require the UNSDG's support for solutions, and developing and monitoring system-wide initiatives in response to these priorities or challenges.
- Serve as a **policy development and management instrument** geared to contributing to, and influencing, policy, administrative and operational decisions by each of its member entities in support of the sustainable development operations of the United Nations
- Strengthen **policy coherence and efficiencies in UN development operations** to services to maximize programmatic impact and minimize administrative processes and costs;
- **Operationalize system-wide policies or normative guidance** to make it part of the UN's sustainable development activities and practice at country and regional level.
- Provide **system-wide guidance and operational directives** to Resident Coordinators, UN Country Teams, and Regional Collaborative Platforms in order to ensure unity of purpose in support of sustainable development, and coherence in performance at country and regional levels.
- **Monitoring implementation** of key aspects of UN development system reform and impact of the work of the UN development system.

The work of the UNSDG is supported by a **UNSDG Core Group**, chaired by the UNSDG Vice-Chair and composed of the Executive Heads of DESA, FAO, ILO, IOM, OHCHR, UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UN WOMEN, WFP, WHO, and the rotating Coordinator of the Regional Commissions²⁹. When not already a Core Group member, the Chairs of the High-Level Committee on Programmes and the High-Level Committee on Management are also invited to participate in UNSDG Core Group meetings in that capacity.

In support of the UNSDG's overall objective and strategic priorities, the UNSDG Core Group aims to assure integration, coordination, accountability and transparency of the UN development system as it supports countries to deliver on the 2030 Agenda.

In pursuit of its overall objective, the Core Group performs the following main tasks:

- **Oversees** the subsidiary mechanisms, including the UNSDG Task Teams and guides their progress and deliverables in line with the UNSDG workplan;
- **Identifies** and responds to operational or other support needs by the UN development system at country or regional level, and advises the UNSDG Chair and Principals accordingly;
- **Guides** development of system-wide guidance and operational directives to Resident Coordinators, UN Country Teams and Regional Collaborative Platforms, for consideration by the UNSDG Chair and/or Principals Group;
- **Monitors** and follows up on implementation of key aspects of UN development system reform, as delegated by the UNSDG Chair and/or UNSDG Principals Group.

²⁹ The composition of the core group is subject to change

UNSDG **Task Teams** are established on a time-bound basis in order to undertake specific deliverables and tasks as determined by the UNSDG. Such tasks or deliverables could be defined by the UNSDG workplan, or by a subsequent decision of the UNSDG or the UNSDG Chair in consultation with the Vice-chair. Task Teams are to be set-up or eliminated as needed, following the identification of a specific priority need, and with an established timeline for delivery. Task Team membership is open to all UNSDG members.

Task Teams are established by decision of the Chair in consultation with the Vice-Chair of the UNSDG, and are to be chaired at Assistant Secretary-General level, generally only one chair per Task Team. Task Team chairs are appointed by and report to the Chair of the Core Group/UNSDG Vice Chair, with ultimate accountability to the Chair of the UNSDG and the UNSDG.

The respective role of the UNSDG, UNSDG Core group and task teams are defined in the **Working Arrangements**.

IV. The Joint Steering Committee to advance humanitarian and development collaboration

The Joint Steering Committee seeks to advance humanitarian and development collaboration and linkages to peace at the United Nations executive head level, in support of country action. It is co-chaired by the Emergency Relief Coordinator and the Vice-Chair of the UNSDG (the Administrator of the United Nations Development Programme (UNDP)). The Joint Steering Committee guides and supports field efforts to articulate and implement collective outcomes with the 2030 Agenda as the ultimate common objective, over multiple years, based on the comparative advantage of a diverse group of actors. The Joint Steering Committee also seeks to foster greater synergies in humanitarian and development action, as well as its linkages to peace, in support of the 2030 Agenda. The Terms of Reference for the Joint Steering Committee outlines the full scope of its work and accountability arrangements.

The Joint Steering Committee reports to the full group of UNSDG Principals on progress and achievements, under a standing item of the Principals' Meeting twice per year.

V. UNSDG linkages with the Secretary-General's leadership structure

Chief Executive Board for Coordination

Under the leadership of the Secretary-General, the UN System Chief Executives Board for Coordination (CEB), is the longest-standing and highest-level coordination forum of the United Nations system. The 31-member body is chaired by the UN Secretary-General, and meets twice a year. CEB's main responsibility is to serve as an internal coordination mechanism that provides high-level system-wide strategic guidance, promotes coherent leadership, shared vision and enhanced cooperation, and considers forward-looking solutions in response to mandates stemming from the governing bodies of its member organizations.

See Table 1 listing CEB and UNSDG Membership.

The CEB is supported by the High Level Committee on Programmes (HLCP), which promotes

policy coherence and system-wide cooperation, coordination and knowledge sharing in strategic programme areas and the High Level Committee on Management (HLCM), which identifies and analyzes administrative management reforms with the aim of improving efficiency and simplifying business practices. Working groups and networks under the HLCP and HLCM are both informed by and contribute to the work underway and expected to be achieved via the UNSDG.

The UNSDG implements and operationalises relevant decisions and policies of the CEB. It also brings to the attention of the CEB issues that require policy setting by the CEB, and the involvement of CEB members.

Table 1 – CEB and UNSDG Membership

Acronym	Name	CEB	UNSDG
DPPA	United Nations Department of Political and Peacebuilding Affairs		X
FAO	Food and Agriculture Organization of the United Nations	X	X
IAEA	International Atomic Energy Agency	X	
ICAO	International Civil Aviation Organization	X	
IFAD	International Fund for Agricultural Development	X	X
ILO	International Labour Organization	X	X
IMF	International Monetary Fund	X	
IMO	International Maritime Organization	X	
IOM	International Organization for Migration	X	X
ITC	International Trade Centre		X
ITU	International Telecommunications Union	X	X
OCHA³⁰	United Nations Office for the Coordination of Humanitarian Affairs		X
OHCHR	Office of the United Nations High Commissioner for Human Rights		X
UN DESA	United Nations Department of Economic and Social Affairs		X
UN ECA	United Nations Economic Commission for Africa	X	X
UN ECLAC	United Nations Economic Commission for Latin America and the Caribbean	X	X
UN ESCAP	United Nations Economic and Social Commission for Asia and the Pacific	X	X
UN ESCWA	United Nations Economic and Social Commission for Western Asia	X	X
UN PBSO	United Nations Peacebuilding Support Office		X
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women	X	X
UNAIDS	Joint United Nations Programme on HIV/AIDS		X
UNCDF	United Nations Capital Development Fund		X

³⁰ OCHA's participation in the UNSDG shall be without prejudice to its role and responsibilities pursuant to General Assembly resolution 46/182 and related resolutions. Also noting that OCHA does not undertake operational activities for development.

UNCTAD	United Nations Conference on Trade and Development	X	X
UNDP	United Nations Development Programme	X	X
UNDRR	United Nations Office for Disaster Risk Reduction		X
UNECE	United Nations Economic Commission for Europe	X	X
UNEP	United Nations Environment Programme	X	X
UNESCO	United Nations Educational, Scientific and Cultural Organization	X	X
UNFPA	United Nations Population Fund	X	X
UN-Habitat	United Nations Human Settlements Programme	X	X
UNHCR³¹	United Nations High Commissioner for Refugees	X	X
UNICEF	United Nations Children’s Fund	X	X
UNIDO	United Nations Industrial Development Organization	X	X
UNODC	United Nations Office on Drugs and Crime	X	X
UNOPS	United Nations Office for Project Services	X	X
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East	X	X
UNV	United Nations Volunteers		X
UNWTO	World Tourism Organization	X	
UPU	Universal Postal Union	X	
WB	World Bank Group	X	
WFP	World Food Programme	X	X
WHO	World Health Organization	X	X
WIPO	World Intellectual Property Organization	X	
WMO	World Meteorological Organization	X	X
WTO	World Trade Organization	X	

The Executive Committee

The Executive Committee assists the Secretary-General in making decisions on issues of strategic consequence, requiring principal-level attention across all pillars. The Executive Committee is chaired by the N Secretary-General and meets weekly or more as needed ³².

The Executive Committee may task UNSDG as relevant to follow up on decisions taken by the Executive Committee. UNSDG Members may submit to the Executive Committee issues of strategic consequence and across pillars, that require decision of EC members.

³¹ UNHCR’s contribution is without prejudice to the responsibilities conferred on it by the General Assembly, including those outlined in the Statute of the Office and relevant legal instruments such as the international refugee and statelessness conventions

³² The following are standing members of the Executive Committee: the Deputy Secretary-General, the Chef de Cabinet, the Senior Adviser on Policy, Under-Secretary-General for Management, Under-Secretary-General for Political and Peacebuilding Affairs, Under-Secretary-General for Peacekeeping, the Under-Secretary-General for Field Support, the Under-Secretary-General for Economic and Social Affairs, Assistant Secretary-General for Peacebuilding, Emergency Relief Coordinator, the Assistant Secretary-General for Development Coordination, High Commissioner for Human Rights, Executive Director for UN Women, the Vice Chair of the UN Sustainable Development Group. Other officials are invited when issues related to their area of responsibility are discussed. Substitutions are exceptional and require prior clearance.

6.2 Global Mechanisms

The *System-Wide Strategic Document (SWSD)* sets the strategic vision at the global level for the system to best support Member States in advancing the 2030 Agenda. It organizes the UN development system's respective mandates in support of the 2030 Agenda and directs individual and collective efforts towards a high-quality response that is demand-driven, aligned with national priorities and needs and nationally-owned, open and focused on the SDGs.

The *Funding Compact* establishes mutual commitments to enable the efficient and effective exercise of mandates by the UN development system to improve its funding base and provide further incentives for collaboration. It aims to engage the responsibility of Member States in addressing high levels of earmarking and fragmentation in funding – patterns that are proven to increase transaction costs and competition within the system, ultimately compromising the multilateral nature of the United Nations development system. In turn, the compact includes a set of commitments for the UN development system to ensure a more transparent and accountable deployment of resources by the United Nations development system, as an incentive for Member States to increase their support of the UN development system with the predictable and sustainable funding required to achieve its long term goals.

The compact is a non-binding instrument for voluntary adherence by individual Member States that consists of eight commitments by Member States and 14 by the UNSDG member entities, which are monitored using 50 indicators and targets. Implementation of the Funding Compact requires involvement of the entities and their respective governing boards. To drive accountability from Member States and the UN development system, progress on the commitments is reported annually, along two tracks: entity-specific through entities' reporting mechanisms to their governing bodies; and, system-wide through reporting to ECOSOC.

System Wide Evaluation (SWE), as set out in the Secretary-General's report A/75/79 on the implementation of General Assembly Resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations, strengthens oversight, transparency, and accountability and incentivizes joint work and collective learning among the United Nations development system entities. It is a key commitment by the United Nations development system as part of the funding compact and is conducted in line with the System Wide Evaluation Policy³³. The System Wide Evaluation office helps conduct system-wide evaluations designed to complement the evaluative work of United Nations entities, focusing on activities that cannot be adequately addressed through other existing United Nations accountability mechanisms. The System Wide Evaluation Office oversees and supports evaluation activities at the country and regional level:

- At the **country** level, the focus is on the [evaluation of the Cooperation Frameworks and related joint activities
- At the **regional** level, system-wide evaluations focus on collective support to the Sustainable Development Goals and knowledge management activities coordinated within the respective regional collaborative platforms. They also cover regional-level engagement to support country-level Cooperation Framework evaluations;
- At the **global** level, the focus is on the planning, reporting and resourcing of system-wide evaluations and sharing knowledge across them . Multi-partner trust funds, such as the

³³ To be finalised

Joint Fund for the 2030 Agenda for Sustainable Development, the multi-stakeholder trust fund of the Spotlight Initiative, and the multi-partner trust fund for COVID-19 response and recovery, in which a large number of United Nations entities are working towards a common objective, will be evaluated.

To ensure the independence and credibility of function, the System Wide Evaluation Office will be a standalone office, with the Director reporting directly to the UN Secretary-General with the authority and discretion to submit reports at the appropriate level of decision-making, and with the prerogative to share reports directly with the Economic and Social Council. The Director will ensure coordination with the UN Evaluation Group (UNEG) to enhance coherence and make full use of evaluation capacities of UNEG members.

7. GLOBAL LEVEL RELATIONSHIPS AND ACCOUNTABILITY AGREEMENTS

Working Relationship(s)	Accountabilities for Results
<p><i>Leadership of UN development activities: Ensuring that the collective efforts of the UN are coordinated and aligned to support countries to meet the goals of the 2030 Agenda</i></p>	
<p>The Deputy Secretary-General³⁴</p> <ul style="list-style-type: none"> The Deputy Secretary-General has comprehensive responsibilities for sustainable development, as delegated by the Secretary-General. The Deputy Secretary-General acts as the facilitator of integration and system-wide coherence and a convener of global-level initiatives for sustainable development. The Deputy Secretary-General is a neutral broker in inter-agency processes. <p>UN development system entities</p> <ul style="list-style-type: none"> The UN development system is responsible for providing integrated and coordinated support to countries to achieve the Sustainable Development Goals, in accordance with national needs and priorities and in alignment with internationally agreed norms and standards. 	<p>The Deputy Secretary-General</p> <ul style="list-style-type: none"> The Deputy Secretary-General is accountable to the Secretary General for ensuring the impartiality, coherence and effectiveness of the Organization's sustainable development activities. This accountability is with full respect for the operational capacities and mandates of individual entities³⁵ and of the oversight roles of the respective governing board. <p>UN development system entities</p> <ul style="list-style-type: none"> The UN development system is collectively owned by UN development system entities. All entities engaged in operational activities for development are accountable for the shared results and impact of the UN development system. UN development system entities' Principals are accountable for ensuring they foster an integrated, whole-of-system and SDG focused approach at all levels of their entity. UN entities' Principals are accountable for ensuring the MAF is implemented by their respective entity at the country, regional and global levels.

³⁴ Report of the Secretary-General A/72/124 - Repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all

³⁵ Report of the Secretary-General A/72/124 - Repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all

UNSDG

In line with the working arrangements:

- The Deputy Secretary-General is the Chair of the UNSDG, and the Administrator of the UN Development Programme is the Vice-Chair.
- The Chair of the UNSDG:
 - (a) Provides leadership, strategic guidance and oversight on system-wide support to the 2030 Agenda for Sustainable Development, as well as the UNSDG decisions pertaining to inter-agency cooperation and the work of UN Country Teams;
 - (b) Catalyzes and convenes targeted global-level initiatives toward acceleration of progress on the 2030 Agenda for Sustainable Development that may require the high-level platform of the UN Secretary-General / UN Deputy Secretary-General;
 - (c) Determines the agenda for UNSDG Principals meetings, seeking inputs as required from the UNSDG Vice-Chair, with consideration to proposed agenda items by UNSDG members;
 - (d) Represents the UNSDG with Member States, including at the General Assembly and ECOSOC, and leads with mobilization of sustainable system-wide funding, in line with the Funding Compact;
 - (e) Acts as a neutral broker and ultimate resort to support consensus building on inter-agency matters at Executive Heads level.
- The Vice-Chair is responsible for:
 - (a) Coordination and coherence of the operationalization of the UNSDG programme of work, including the elaboration of programme, policy and financing instruments, targeted global-level initiatives, and guidance to UNCTs, in line with overall UNSDG strategic priorities and guidance;
 - (b) Chairing the UNSDG Core Group, defining its work programme in collaboration with the UNSDG Chair, and overseeing the Core Group's work programme, subsidiary mechanisms and deliverables;
 - (c) Operationalization, management and oversight of the subsidiary mechanisms

UNSDG

In line with the working arrangements:

- With the support of DCO, the UNSDG Chair, in consultation with the Vice-Chair sets out UNSDG's strategic direction, priorities and workplan, for discussion, consideration and endorsement by UNSDG Principals.
- UNSDG members are mutually accountable for implementation and delivering of shared results of agreed UNSDG workplans.
- Compliance with global, regional and country chapters of the MAF is regularly assessed by the UNSDG.
- UNSDG Chair convenes UNSDG meetings four times a year:
 - two strategic meetings on the margin of the CEB Spring and Fall Sessions;
 - two operational meetings, that include, *inter alia*, reports from the System-Wide Evaluation Office, the Joint Steering Committee, the Regional Collaboration Platforms, the Core Group and task teams as relevant, update on CEB discussions and consideration of decisions to be taken forward by the UNSDG
- The Chair may call additional meetings of the UNSDG on an ad-hoc basis, if required.

UNSDG Core group

- The UNSDG Vice Chair convenes Core Group meetings at least 4 times a year, at Principals level, to oversee the implementation of the UNSDG strategic priorities and workplan. The Core Group develops substantive support and guidance, monitors the implementation of system-wide initiatives, and translates policies and strategies to the country and regional levels as needed.

UNSDG Members

- UNSDG members follow applicable decisions or instructions for the execution of operational activities for development provided by the UN General Assembly through the Quadrennial Comprehensive Policy Review and other UN General Assembly and ECOSOC resolutions on operational activities.
- UNSDG member entities are accountable for:
 - Paying inter-agency cost-sharing in line with the agreed UNSDG cost-sharing arrangement

<p>such as UNSDG Task Teams, including appointment of Task Team chairs in consultation with the UNSDG Chair;</p> <p>(d) Co-chairing and leadership of the Joint Steering Committee to advance Humanitarian and Development Collaboration, with the Emergency Relief Coordinator;</p> <p>(e) Representing the UNSDG on behalf of its Chair, as required, at high-level United Nations, intergovernmental and partner fora.</p> <ul style="list-style-type: none"> • UNSDG Members participate in relevant UNSDG meetings and provide substantive input to the work of the UNSDG, through task teams or other modalities as decided by the UNSDG. • UN DCO provides technical secretariat support to the Chair, Vice-Chair, UNSDG, UNSDG Core group and task teams and ensures transparency on RCS budget and expenditures. <p>UNSDG Core Group</p> <ul style="list-style-type: none"> • The UNSDG Vice-Chair leads the UNSDG Core Group and chairs the UNSDG Core Group Meetings. • In support of the UNSDG’s overall objective and strategic priorities, the UNSDG Core Group aims to assure integration, coordination, accountability and transparency of the UN development system as it supports countries to deliver on the 2030 Agenda. • The Core Group performs the following tasks: <ul style="list-style-type: none"> (a) Oversees the subsidiary mechanisms including the UNSDG Task Teams and guides their progress and deliverables in line with the UNSDG workplan; (b) Identifies and responds to operational or other support needs by the UN development system at country or regional level, and advises the UNSDG Chair and Principals accordingly; (c) Guides development of system-wide guidance and operational directives to Resident Coordinators, UN Country Teams and Regional Collaborative Platforms, for consideration by the UNSDG Chair and/or Principals Group; (d) Monitor and follow-up on implementation of key aspects of UN 	<ul style="list-style-type: none"> - Contributing to the development of inter-agency global policy and programming instruments - Contributing to resource mobilization efforts for common financing instruments and ensuring reporting - Engaging in global SDG/results reporting efforts - Entity compliance on relevant Funding Compact commitments <p>Task Teams</p> <ul style="list-style-type: none"> • Upon proposal by the UNSDG Vice-Chair, in consultation with UNSDG Chair, the UNSDG approves a limited number of time-bound task teams, chaired at the Assistant Secretary-General level. • With support from DCO, the Chair, Vice-Chair and ASG chairs of task teams inform their workplan by consulting RCs, UNCTs and RCPs on issues that require a discussion within the UNSDG. <p>Joint Steering Committee</p> <ul style="list-style-type: none"> • Upon consultation with the UNSDG Chair, the JSC Co-Chairs set out the strategic priorities of the Joint Steering Committee. • The Co-Chairs of the Joint Steering Committee provide updates on the activities and results achieved to the UNSDG twice a year. <p>Other subsidiary mechanisms of the UNSDG</p> <ul style="list-style-type: none"> • The Fiduciary Management and Oversight Group (FMOG) is as a standing subsidiary mechanism of the UNSDG, under the oversight of the Core Group. • The FMOG supports informed decision-making of the UNSDG by providing fiduciary oversight on funding and management issues, addressing matters from a legal, financial and operational perspective, particularly in support of UN pooled funding and facilitation of UN inter-agency cooperation. • The Terms of Reference for the FMOG outlines the full scope of its work and accountability arrangements. <p>Coordination with CEB, HLCM and HLCP</p> <ul style="list-style-type: none"> • The UNSDG Chair, upon consultation of UNSDG Vice Chairs and Members, CEB can bring topics to the CEB, HLCM and HLCP, for consideration as relevant. • The UNSDG considers as a standing item on the agenda, discussions from CEB, HLCP, HLCM, for further consideration by UNSDG
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<p>development system reform, as delegated by the UNSDG Chair and/or UNSDG Principals Group.</p> <ul style="list-style-type: none"> • Core Group Members participate in Core Group meetings and provide substantive input its work, including through task teams or other modalities as decided by the UNSDG. <p>Joint Steering Committee</p> <ul style="list-style-type: none"> • The Emergency Relief Coordinator and the UNSDG Vice Chair serve as Co-Chairs of the Joint Steering Committee. • Joint Support Team comprised by UNDP, OCHA, DCO and PBSO provides substantive and technical support, while DCO also functions as the JSC’s secretariat. <p>Oversight functions of RC</p> <ul style="list-style-type: none"> • Reporting to the Deputy Secretary-General as UNSDG Chair, DCO has managerial and oversight functions of Resident Coordinators, including overall responsibility for developing the talent and appraising the performance of resident coordinators, troubleshooting and dispute resolution services. • The Chair, with support from DCO, provides annual updates on budget, expenditures and recruitment of RCs. <p>Coordination with CEB, HLCM and HLCP</p> <ul style="list-style-type: none"> • The UNSDG implements decisions that are tasked by the CEB to the UNSDG. • The UNSDG informs agenda setting of the CEB, HLCM and HLCP by bringing to their attention issues that may require policy setting by the CEB, and the involvement of CEB members. • The UNSDG Chair can bring topics to CEB, HLCM and HLCP for consideration, as relevant, topics for discussions from feedback of RCs, UNCTs and RCPs. 	
<p>Transparency and Results Based Management at global level, including through annual reporting on United Nations system-wide results in support of the 2030 Agenda</p>	
<ul style="list-style-type: none"> • The UNSDG operates on an open data approach, with a culture of collaboration, openness and sharing by default, aligned to the SG’s Data Strategy³⁶. 	<ul style="list-style-type: none"> • Under the leadership of the Secretary-General and Deputy Secretary-General, DCO prepares the UN System-wide results in support of the 2030 Agenda, with technical advice and inputs from DESA.

³⁶ <https://www.un.org/en/content/datastrategy/index.shtml>

<ul style="list-style-type: none"> • DCO coordinates overall reporting on system-wide results, in consultation with DESA and with input from other UNSDG entities. • DCO manages the Information Management System, now linked to the central coordination platform, UN Info, and coordinates with entities on which data it collects on behalf of the system. 	<ul style="list-style-type: none"> • DCO seeks inputs from UNSDG members as relevant and UNSDG members provide input to DCO as required. • UNSDG members provide regular updates to UN INFO, the platform for all UNSDG members to showcase their activities in-country, in line with the joint work plan derived from the Cooperation Framework and Joint Work Plans, linked to resources invested by all partners to advance the SDGs. • UNCT and global websites publicly convey data managed by UNSDG making use of interoperability, in line and in support of the SG strategy on data.
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Funding Compact - Ensuring full optimization of financial and human resources in the delivery of collective system support to the 2030 Agenda

<ul style="list-style-type: none"> • UNSDG members, where needed and in complementarity with existing mechanisms, explore opportunities of increased core funding and global joint funding to respond to global challenges. <p>Reporting on Funding Compact</p> <ul style="list-style-type: none"> • DCO coordinates regular tracking of the Funding Compact commitments. • UNSDG members track and report on commitments and indicators through entity-specific reporting mechanisms to respective governing bodies. • DESA coordinates system-wide reporting on the Funding Compact as part of the Secretary-General’s Annual Report on QCPR. 	<ul style="list-style-type: none"> • UNSDG Chair and Vice-Chair, through DCO, ensure that funding and resource mobilization are discussed in relevant UNSDG meetings, including opportunities for joint/system-wide funding and issues of concern such as competition among organizations. • UNSDG collectively, and UNSDG members commit to advocate and implement the Funding Compact, including with Member States. <p>Reporting on Funding Compact</p> <ul style="list-style-type: none"> • DCO, UNSDG Members and DESA fulfill reporting commitments to the Funding Compact as instructed by the Secretary-General.
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ANNEX 1: RESIDENT COORDINATOR JOB DESCRIPTION

I. Post information

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

II. Organizational Context and Purpose of the Job

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

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

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

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

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

III. Duties and Responsibilities

- Represents the United Nations at the highest-levels of state and together with the relevant agency representative(s) fosters engagement with Government, civil society, bilateral and multilateral partners, academia and private sector to enable the UN development system to

address national needs, priorities and sustainable development challenges to advance the 2030 Agenda and to advocate for action and acceleration on the Sustainable Development Goals (SDGs);

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

initiatives in support of the UN Cooperation Framework and public and private financing for the implementation of Agenda 2030;

- Leads continued engagement on and pursuance of the UN's normative agenda, as per international and regional treaties, conventions and recommendations in support of national capacity development in normative and operational areas, in accordance with respective mandates and based on the UN's comparative advantage, roles and responsibilities;
- Fosters an enabling environment inside and outside the UN, aimed at facilitating collaboration, knowledge and data gathering, analysis and sharing practices to underpin a dynamic and forward-thinking UN contribution to the country, drawing on the global knowledge and expertise of the entire UN system to benefit the country's access to sustainable development solutions;
- Facilitates access to national, regional and global resources to advance new avenues and pathways to innovation around but not limited to financing and new technologies for sustainable development;
- Leads and enhances, together with the UN Country Team, strategic communication that advances UN system efforts and collective results to promote the 2030 Agenda, including for national goals and priorities for sustainable development to generate positive public support and ownership;
- When appointed as Designated Official, ensures effective coordination of country-level security and is accountable to the Secretary-General, through the Under-Secretary-General for Safety and Security, for the security of United Nations personnel and their eligible family members, UN premises and assets throughout the country, designated area or mission, and leads the inter-agency Security Management Team;
- Promotes and nurtures staff learning and the implementation of staff rules and policies, including on prevention of sexual exploitation, abuse and sexual harassment, and gender parity;
- Where the RC is the highest UN official, the RC has system-wide responsibility for developing collective protection from sexual exploitation and abuse (PSEA) strategies and ensuring that action plans are implemented, thereby capacitating the UNCT to lead on overseeing such initiatives.
- Manages a matrixed dual reporting system with UN country team heads with respect to their contributions to the UN Cooperation Framework objectives and the collective results of the UN development system towards the achievement of the 2030 Agenda at the country level, in accordance with the Management and Accountability Framework;
- Advances, with the UN Country Team, country-specific measures to promote UN common business operations, including common premises and back-offices, to enable joint work and

generate greater efficiencies, synergies and coherence, in accordance with General Assembly resolution 71/243;

- In contexts where international humanitarian assistance is required, and a separate Humanitarian Coordinator is not designated and when there is no lead agency designated by the Emergency Relief Coordinator, leads and coordinates the response efforts of United Nations and relevant humanitarian actors, in accordance with General Assembly resolution 46/182 and related resolutions, and facilitates linkages between humanitarian and development programming for enhanced and sustainable impact;
- In conflict and post-conflict settings facilitates the integration of the UN Country Team's work with UN peacekeeping or political missions to fully contribute to building resilience, prevention, sustaining peace and transition planning and management; and
- Manages and provides strategic guidance and oversight to the Resident Coordinators Office.

IV. Competencies

The Resident Coordinator values, foundational attributes and competencies are outlined in the RC Leadership Profile.³⁷

³⁷ <https://unsdg.un.org/sites/default/files/2020-12/The-Resident-Coordinator-Leadership-Profile.pdf>

ANNEX 2: INFORMAL DISPUTE RESOLUTION MECHANISM FOR THE UN DEVELOPMENT AND RESIDENT COORDINATOR SYSTEM

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

1. Principles

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

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

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

Each party can set out her/his position and is free to seek guidance from their respective Regional and/or Headquarters offices. Negotiation among the parties should focus on substantive issues, seeking a fair and equitable resolution, and mutually satisfactory outcomes. A note of the meeting, including any agreements reached, will be agreed upon by the participants of that meeting, and will be shared with the UNCT and sent to UNDCO³⁸ for archiving.

In seeking to address a workplace related issue, staff members of the UN Secretariat, the funds

³⁸ The UNDCO RC System Business Management Branch with a copy to the relevant UNDCO Regional Desk

and programmes and UNHCR³⁹ may also make use of the services offered by UN Ombudsman and Mediation Services (UNOMS)⁴⁰:

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

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

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

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

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

³⁹ Most UN System entities have an ombudsman capacity available. Staff should refer to the resources offered by their respective entities.

⁴⁰ Secretary-General’s Bulletin ST/SGB/2016/7 of 22 June 2016 – Terms of Reference for the UNOMS

archiving.

c) Headquarters Process: In exceptional cases, a UNDCO Regional Director may recommend escalation of a dispute to the ASG for Development Coordination/Head of UNDCO. In such cases, parties will be able to call on the assistance of senior staff from headquarters, including the respective Head of Agency, as necessary. UNDCO will act as the neutral party, unless party to the dispute, and will act as mediator to enable a recommendation to be made to the ASG. The outcome of the process will be notified in writing by the UNDCO ASG to the Heads of Agency's concerned and retained in UNDCO for archiving. The Chair of the UNSDG acts as a neutral broker and ultimate resort to support consensus building on inter-agency matters at Executive Heads level

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

[End of document]

