

Administrative Committee on Coordination (ACC)

**ACC Guidelines on the
Functioning of the
Resident Coordinator System**

Approved on behalf of ACC by the
Consultative Committee on Programme and Operational Questions (CCPOQ)
at its 15th Session, New York, 21-24 September 1999

ACC Guidelines on the Functioning of the Resident Coordinator System

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ACC Guidelines on the Functioning of the Resident Coordinator System

I. Background and Operational Concepts

1. These guidelines intend to provide the organizations of the United Nations system (UNS), and members of Administrative Committee on Coordination (ACC), with an agreed set of principles guiding the functioning of the resident coordinator system (RCS). These principles are derived from relevant policy directives of the General Assembly, previous ACC agreements and experience gained in the functioning of the RCS over the past twenty years¹.

2. Ever since the General Assembly established the concept of a "single official" for the coordination of operational activities for development within the UNS over 20 years ago², ACC has periodically agreed on appropriate arrangements for the effective functioning and strengthening of the RCS. Most recently, an ACC statement was issued in February 1995³. The present guidelines build on these previous ACC decisions while reflecting the current context as well as experience gained in the implementation of previous policy guidance on the RCS. The purpose is to update guidance provided for the effective functioning of the RCS by taking into account policy directives contained in General Assembly resolutions 47/199, 50/120 and 53/192 on the triennial comprehensive policy review of UNS operational activities for development (TCPR), the reform process initiated by the Secretary-General⁴ and the decisions taken by the Consultative Committee on Programme and Operational Questions (CCPOQ) on behalf of ACC as well as the work conducted on the subject by the United Nations Development Group (UNDG).

3. The Secretary-General's reform process initiated in 1997 stressed the need to achieve a greater unity of purpose and coherence in country-level operations of the UNS, highlighting the need to strengthen the RCS.⁵ By establishing the UNGD and its Executive Committee, the Secretary-General aimed at strengthening the RCS by promoting a more united UN presence at the country level. UNGD provides a forum for concerted support to the Resident Coordinators (RC) and field representatives of UN funds and programmes, ensuring more integrated and consistent approach in their work.⁶

¹ See ACC background note included in the CCPOQ Operational Activities Reference Manual.

² See General Assembly resolution 32/197, para.34.

³ See the ACC Statement on the Role and Functioning of the RCS of February 1995 contained in the CCPOQ Operational Activities Reference Manual.

⁴ See A/51/950, Renewing the United Nations: a programme for reform, 14 July 1997.

⁵ See A/51/950, Renewing the United Nations: a programme for reform, para. 49.

⁶ See A/51/950, cit. para. 153

4. The ACC and its subsidiary machinery (CCPOQ) are responsible for supporting the functioning of the RCS, in line with resolutions and decisions of the General Assembly and ECOSOC⁷. Over the years, the Committee has approved a number of inter-organizational arrangements for the operational support of the RCS, which require the full commitment and participation, in a collegial and consensual manner, of all UNS organizations involved in operational activities for development.

Operational Activities for Development of the UN system:

5. The operational activities for development of the UNS⁸ encompass its development cooperation activities carried out at the country and regional level and linkages to other activities as provided in the General Assembly resolutions on the TCP, most recently 53/192.

Resident Coordinator System (RCS):

6. The resident coordinator system (RCS) encompasses all organizations of the UN system dealing with operational activities for development, regardless of their formal presence in the country. The resident coordinator is the designated representative of the Secretary-General and leader of the UN country team. The Bretton Woods institutions and other international organizations, as appropriate, are encouraged to be closely associated with the RCS/country teams. UNDP is the manager and funder of the RCS.⁹

Resident Coordinator (RC):

7. The RC is designated by the Secretary-General after consultation with ACC members and upon recommendation by the Administrator of the United Nations Development Programme (UNDP)¹⁰. His/her specific responsibilities and duties are detailed in the RC job description attached to these guidelines. The RC is responsible to the Secretary-General for discharging his/her functions. The RC reports to the Secretary-General through the Administrator.

8. The RC is normally the UNDP resident representative, in accordance with the established legislation of the General Assembly¹¹.

9. The RC, on behalf of the UNS and in consultation with country representatives of organizations of the UNS, assumes overall responsibility for, and coordination of, the operational activities for development of the UNS carried out at the country level. This is done in conformity with the objectives and priorities of the Government and mandates and objectives of the UNS organizations.

⁷ See ACC/1995/1.

⁸ For the purpose of these guidelines, the UNS organisations are all UN funds and programmes, specialised agencies or other entities dealing with country-level operational activities for development.

⁹ See A/51/950, para.152.

¹⁰ When the RC vacancies occur, the UNDP Administrator invites the UN system organisations to present candidates of the competency assessment. Agencies review the outcome of the competency assessments and determine whether to proceed with the submission of the candidacy to the inter-agency advisory panel (IAAP). For further details, please refer to the Selection Procedures of Resident Coordinators.

¹¹ See General Assembly resolution 48/209, para. 4.

10. RCs are accredited by letter of the Secretary-General to the head of Government. This arrangement does not affect the relations between government and individual UNS organizations or the direct lines of authority and communication between representatives of these organizations and their executive heads.

UNS Country Team (CT):

11. The UNS country team is composed of representatives of the UN funds and programmes, specialised agencies and other UN entities accredited to a given country. It could also include representatives of the Bretton Woods institutions¹².

Bretton Woods Institutions (BWIs):

12. While the World Bank and the IMF are not formally part of the RCS, they should be invited to participate in inter-agency groups at the country-level, such as the thematic groups, and be associated with relevant activities including the United Nations Development Assistance Framework (UNDAF) and Common Country Assessment (CCA). This is aimed to increase complementarity and better division of labor, as well as enhance coherence in their sectoral activities, building on existing arrangements and in full accordance with the priorities of the recipient Governments.

II. Guiding Principles for the RC System

Coordination:

13. The principle guiding coordination for operational activities emanates from the General Assembly. It establishes that recipient Governments have the primary responsibility for coordinating, on the basis of national strategies and priorities, all types of external assistance, including that provided by multilateral organizations.

14. The RCS seeks to better coordinate the operational activities for development of the UNS and their integration with national plans and priorities. The aim of this coordination function is to ensure that the UNS operational activities contribute effectively to national development, providing a flexible response to the host country's need,¹³ aiming at maximizing the overall impact of UNS support. These activities are carried out for the benefit of the recipient country, at its request and in accordance with its own policies and priorities for development¹⁴. Moreover, RCs, in full consultation with the national governments and recognizing their primary responsibility for the implementation and evaluation of conference follow-up, assist the national governments in carrying out this responsibility by facilitating a coherent and coordinated UNS follow-up to major international conferences at the field-level¹⁵.

¹² See General assembly resolution 53/192, preamble 6.

¹³ See General Assembly 44/211, Preamble 5.

¹⁴ See General Assembly resolution 42/196, Preamble 4, and subsequent resolutions on the TCPR.

¹⁵ See General Assembly resolutions 53/192, para. 34 and 50/120, para. 39 and ECOSOC resolution E/1998/44, paras. 12-15.

15. The RCS is expected to support the government's responsibility for coordination by building national capacity as required¹⁶. The RCS through the RC may be asked to provide support in carrying out some of these responsibilities and to maintain formal or informal contact with the donor community. This also involves participation in Consultative Group Meetings and Round Table processes.

16. The RCS aims to achieve efficiency and effectiveness of the operational activities at the country level and a coordinated multidisciplinary response to national needs and priorities. Previously issued ACC guidelines¹⁷ as well as the current ones provide the basis for the required country level cooperation, taking into account the respective mandates of UNS organizations.

Dual responsibility of the RCS members:

17. All members of the RCS have a dual responsibility, both as representatives of their respective organization and as members of the RCS. Therefore they are expected to provide their full support to the effective functioning of the RCS. The RCS members endeavor to speak with one voice, especially through the RC, on key policy issues, including in aid coordination fora while fully recognizing the existence of distinct mandates.

18. Since the UNDP resident representative (RR) is normally designated RC, UNDP will ensure that priority is given to the RC function. Day-to-day management of the UNDP programme may be entrusted to a senior deputy resident representative (SDRR), where so warranted. UNDP concerns in the RCS will be presented by this person, or another so designated. The UNDP resident representative (UNDP RR) will nonetheless remain fully accountable to the Administrator for the UNDP programme in that country.

Relations with civil society:

19. With the increasing engagement of the RCS with civil society, CCPOQ has issued a guidance note to the RCS which is to be fully taken into account in ensuring regular consultation with the civil society and appropriate non-governmental organizations (NGOs) in the effort to enhance the UNS's impact in assisting member states in achieving economic and social progress.¹⁸

Follow-up to global conferences:

20. The RCS is expected to play an important role in supporting the Government efforts for a coordinated and integrated follow-up and implementation of global conferences, including through the CCA and UNDAF. Thematic groups are a key instrument for the coordinated UNS support to this task¹⁹.

¹⁶ See ACC guideline on National Execution contained in the CCPOQ Operational Activities Reference Manual.

¹⁷ See ACC guideline on Programme Approach contained in the CCPOQ Operational Activities Reference Manual.

¹⁸ See ACC Guidance Note on the Partnership Approach contained in the CCPOQ Operational Activities Reference Manual.

¹⁹ See ECOSOC resolution 98/44, para. 14 and the ACC Guidance Note on the Integrated Follow-up by the United Nations System to the Major United Nations Conferences of September 1998.

III. Functioning of the RCS

21. The RC is responsible for providing team leadership in the coordination of operational activities for development at the country level, and for developing a multi-disciplinary dimension in the UNS assistance to the country in accordance with these guidelines. The effective functioning of the RCS requires maximum decentralization and delegation of authority at the country level²⁰, as determined by the respective UNS organizations, in order to effectively respond to the country's needs in a coherent and efficient manner. Substantive cooperation on shared goals and objectives, derived from the national plans and priorities, is the principal objective of the RCS.

22. Coordination within the RCS is supported at various levels and through various mechanisms. The field-level committee, established by the General Assembly,²¹ is the mechanism for reviewing substantive activities of the UNS at the country level and lead to adopting agreed decisions at the country level. Thematic groups serve as important instruments of coordination, including supporting the coordinated and integrated follow-up to global conferences. The annual work plan of the RCS and its annual assessment, the CCA and the UNDAF²² are key mechanisms to ensure substantive coordination.

Effective mechanisms:

23. A review of good practices in the functioning of the RCS reveals that it is particularly important to have fully participatory and well-managed consultation mechanisms to deal with substantive and administrative issues and ultimately contribute to a greater impact of the UN system cooperation on the development and well-being of people. Among the areas requiring particularly effective mechanisms are:

- (a) Regular contact with the Government, in order to ensure early and effective information-sharing, policy dialogue and advocacy;
- (b) Inter-agency consultations through field-level committees and thematic groups to be adapted to country circumstances;
- (c) Review of proposed programmes and major projects; review of agency sector and cross-cutting strategies and evaluations to support and guide policy dialogue and to ensure a consistent response to national plans and strategies.²³
- (d) Information-sharing by designated focal points within the RCS and promotion of common information tools, such as newsletters, journals, databases, information systems and national reports;

²⁰ See General Assembly resolution 44/211, Preamble 20.

²¹ See General Assembly resolution 47/199, para. 40, and resolution 50/120, para. 41.

²² The CCA and UNDAF guidelines are included in the CCPOQ Operational Activities Reference Manual.

²³ See General Assembly resolution 47/199, 50/120, 53/192.

- (e) Carrying out of the CCA and UNDAF, including their formulation implementation and monitoring, which requires a continuing dialogue within the system, as well as between the UNS and the Government²⁴;
- (f) Coordinated and integrated follow-up to major UN conferences through thematic groups and relevant joint activities;
- (g) Improved and cost effective use of common premises and services;
- (h) The preparation of the annual report of the RC, including the work plan for the RCS as a tool to enhance the effectiveness of the country coordination and serve as a basis for the annual assessment of the CT in achieving successful coordination²⁵.
- (i) Consultations with national NGOs and other elements of the civil society.

Field-level Committee (FLC):

24. An effective RCS requires a well-established process of consultation on substantive and administrative issues and for the exchange of information, including with the Government and other development partners. The General Assembly directives call for the establishment of a field-level committee adapted to local requirements with advisory and programme/project review responsibilities. It should consult with the host Government and reflect the scale of the activities of the UNS and the number of UNS organizations represented in the country so justify. The membership of the field-level committee normally comprises all resident UNS representatives, who should be the heads of the respective offices, under the leadership of the RC. The committee's membership should be flexible to allow all UNS organizations to participate fully.²⁶ Interaction between the field-level committee and national focal points should be encouraged in order to enhance the relations with the Government.

25. The field-level committee, as provided by General Assembly resolutions 47/199 and 50/120 and reflected in the ACC statement on the RCS, ACC/1995/1, "should review substantive activities, including draft country programmes, sectoral programmes and projects, prior to their approval by individual organizations, and should exchange experience acquired, on the understanding that the result of the work of the review committee should be submitted to national Governments for final approval through the national focal points"²⁷.

²⁴ See CCA and UNDAF guidelines included in the CCPOQ Operational Activities Reference Manual and ACC guidance note on the Implementation of the CCA and UNDAF Processes.

²⁵ Separate annual guidelines are issued for the preparation of these reports by the Administrator after consultation with CCPOQ.

²⁶ The committee may include representatives who are not physically resident in the country but are directly related to the supervision or management of operations in that country. The decentralization of many organizations with regional and sub-regional offices will facilitate their participation in the committee. The increasing diffusion of electronic communications through UNS organizations makes also possible the involvement of representatives located in the headquarters of the institutions, if so desired by specific organizations.

²⁷ See General Assembly resolution 50/120 para. 41.

26. In the case of unforeseen/unavoidable absence, an organisation is expected to delegate the senior-most and fully briefed representative to a meeting. Field-level committee meetings are usually chaired by the RC.

27. Coordination meetings should be marked by transparency, agreed agenda and clear records of action to be taken. The RCS should operate in a collegial and consensual team spirit respectful and on the basis of the established specific mandates, programming processes and reporting lines of all participating organisations. In so doing, emphasis should be placed on complementarities in the roles of the UNS organisations and the need of a division of labour. Agreed work plans and joint activities in support of national development should constitute the basis for cooperation within the RCS.

28. In accordance with the UNDAF Guidelines (section 4: "Preparation of the UNDAF: suggested mechanisms"), it is suggested that UNDAF steering committees or task forces report to the field-level committee.

Thematic Groups:

29. Thematic groups are UNS consultation mechanisms at the country-level on specific themes relevant for the development of the host country. Most thematic groups focus on cross-cutting themes emerging from the international conferences. They are often in the form of working groups and their composition and content varies according to the country specific circumstances. The lead agency principle is normally applied. Key to their effective functioning is an increasing involvement of all relevant development partners present in the country, including the Government, Bretton Woods institutions, regional banks, civil society and private sector.

30. The thematic groups are the core mechanisms for undertaking the CCA, assessment and analysis, as reflected in the CCA terms of reference. Thematic groups can also play a key role in the preparation of the UNDAF. In view of their potential responsibilities, the functions, membership and terms of reference of these groups - for the UNDAF formulation and beyond - need to be given careful consideration by the UNS country team.

Arrangements with agencies without field-level presence:

31. The RC and the RCS should make a special effort to ensure the involvement of organisations without field level presence in order to provide effective UNS support to national development. Arrangements should be made by the RC for dealing with organizations of the system without field level presence, including through the establishment of focal points in the RC's office for dealing with such organizations²⁸ and consultation mechanisms as appropriate. Similarly, the RCs are encouraged to maintain contact with Headquarters of organizations without field level presence in areas requiring substantive and programmatic guidance, such as the Office of the High Commissioner for Human Rights (OHCHR). Organizations without field level presence should endeavor to keep the RCs fully informed of their activities in respective countries.

Humanitarian Coordinator and the Special Representative of the Secretary-General (SRSG):

32. In accordance with General Assembly resolution 46/182 "the resident coordinator should normally coordinate the humanitarian assistance of the United Nations system at the country level. He/She should facilitate the preparedness of the United Nations system and assist in a speedy transition from relief to

²⁸ See ACC Statement on the role and functioning of the RCS, ACC/1995/1, para. 17.

development. He/She should promote the use of all locally or regionally available relief capacities. The resident coordinator should chair an emergency operations group of field representatives and experts from the system"²⁹. In accordance with agreed Inter-Agency Standing Committee (IASC) consultation arrangements³⁰, the Emergency Relief Coordinator (ERC) may appoint a Humanitarian Coordinator (HC) who is accountable to the ERC, at the onset of a complex emergency.³¹

33. In instances where a Special Representative of the Secretary-General (SRSG) has been appointed, s/he will have overall authority with regard to UN operations in the designated country, taking into account the mandated responsibilities and financial accountability of individual United Nations entities³². The SRSG should consult and coordinate regularly with the RC and/or HC as well as the country team, drawing on their expertise, articulating strategy, and exchanging information, particularly as they related to peace building initiatives³³.

Hiatus arrangements:

34. The RC designates, after consultation with the partners in the system, a senior representative of the UNS who is already accredited to the host Government to act as RC in his/her absence from the country to ensure continuity in the functioning of the system. If the absence of the RC is expected to be an extended one, the outgoing RC should consult with the UNDP Administrator before designating an acting RC.

35. In exceptional cases, particularly in emergency situations, it may be necessary to appoint, after consultations at the level of Headquarters, an acting resident coordinator who is not currently a member of the UN country team.³⁴

Work plan and Reporting Arrangements:

36. The RC, in close collaboration with the UN country team, is expected to formulate an annual work plan of the RCS activities for the incoming year. The work plan provides a framework for concerted activities of the UN system at the country level, including objectives and expected results, and it is an integral part of the RC annual report³⁵. The work plan is also used as a basis for the allocation of UNDP's support to the RC funds (SRC funds) in accordance with the guidelines for the programme support to the RC³⁶. The work plan of the RCS is the basis for the year end self-appraisal of the country team. The results of this assessment are reflected in the following year's annual report. The work plan is the basic

²⁹ See General Assembly resolution 46/182 , para. 39.

³⁰ See IASC recommendations and TOR of the Humanitarian Coordinator.

³¹ See Secretary-General's report E/1998/67, para. 24, endorsed by ECOSOC agreed conclusions E/1998/L.15 and General Assembly resolution A/Res/53/88 of 29 January 1999.

³² See para.3 of the Standard Directives for the Special Representative of the Secretary-General, 3 August 1998.

³³ See para.7 of the Standard Directives for the Special Representative of the Secretary-General, 3 August 1998.

³⁴ See Speth's letter of December 1998 to all RCs on the "Acting RC arrangements".

³⁵ See the outline for the RC annual report.

³⁶ See UNDP Programming Manual of April 1998, Chapter 9.

element for the future performance appraisal of the RC that is carried out in accordance with the duties and responsibilities contained in the RC job description. Procedures for the RC performance appraisal will be conveyed at a later stage.

37. Resident Coordinators, together with UN country teams, are expected to prepare and present annual reports on the work of the RC system including the utilization of the SRC funds, along with annual work plans for the following year. The work plan is the basis for the allocation of SRC funds and is one basic element for the performance appraisal of both the RC and the country team.

Selection of the RC:

38. The nomination and selection of the RCs is based on a new system-wide selection process introduced in May 1998, designed to broaden the pool of candidates considered for the position in order to ensure that the most suitable candidates are selected for the posts on a system-wide basis. A competency-based assessment and the recommendations of an inter-agency advisory panel (IAAP) are integral part of this new selection process.

39. The competency assessment has been designed especially to help determine suitability of potential candidates as resident coordinators (see attached competencies) and is one of several criteria for selection of candidates. Other key criteria for selection are development knowledge, background, field experience, including on humanitarian situations, and relevant languages³⁷.

³⁷ See footnote #10 for reference, including the Selection Procedures of the Resident Coordinators.

Job Description

Post title: Resident Coordinator for Operational Activities for Development of the United Nations System

Level: As designated

Duty station: As designated

Duties and responsibilities:

As the designated representative of the Secretary-General and team leader of United Nations system organizations, the Resident Coordinator assumes, on behalf of the United Nations system and in consultation with the other representatives of the United Nations system, overall responsibility for, and coordination of, the operational activities for development of the United Nations system carried out at the country level, in conformity with the objectives and priorities of the Government and mandates and objectives of United Nations system organizations.

The Resident Coordinator reports to the Secretary-General through the Administrator of the United Nations Development Programme, designated by the Secretary-General to manage and fund the Resident Coordinator system¹.

Specific duties and responsibilities:

I. ADVOCACY FOR THE UNITED NATIONS SYSTEM

A. Speak to and support the advancement of United Nations system objectives and mandates

The Resident Coordinator will promote and support effective dialogue and interaction of the United Nations development system with the Government's policy-making and coordinating mechanisms and develop in close consultation with the Government a coherent frame of reference for cooperation and assistance by the United Nations system. The Resident Coordinator, in collaboration with members of the country team, will develop and maintain a common vision of the overall role of the United Nations in the country in support of national objectives and priorities and in accordance with the Secretary-General's Programme for Reform.

The Resident Coordinator furthermore will seek to promote effective dialogue and interaction of the United Nations system with multilateral, bilateral and non-governmental organizations active in development cooperation, with a view to constituency building for national development.

B. Follow-up to United Nations global conferences

The Government has the primary responsibility for the follow up to United Nations global conferences. The United Nations system, under the leadership of the Resident Coordinator, will assist the Government in the implementation and evaluation of follow-up to conferences at the country level. In that regard, the

¹ The functioning and operations of the Resident Coordinator System is guided by the CCPOQ Statement which was endorsed by the ACC in February 1995.

Resident Coordinator will ensure coherent, coordinated United Nations follow-up and will promote use of information and materials from the ACC Inter-Agency Task Forces. He/she will foster a broad dialogue with all relevant actors to promote integrated follow-up to the crosscutting themes emerging from the conferences.

The Resident Coordinator will provide information, through the annual report of the Resident Coordinator, on the coordination, implementation and evaluation activities of the United Nations system relating to conferences follow-up with a view to disseminating best practices.

C. Information activities

The Resident Coordinator will carry out information activities and develop, in consultation with relevant partners in the system, information programmes and facilities with the aim of keeping the public well informed of United Nations goals and activities both inside the country of assignment and globally, and foster strategic partnerships with non-governmental organizations, media and the private sector.

In countries where the Resident Coordinator also acts as the Director of the United Nations Information Centre (UNIC), he/she will undertake this responsibility in accordance with the UNIC Director benchmark job description provided by the Department of Public Information (DPI).

The Resident Coordinator will keep the Secretary-General informed of local trends and perform other duties as requested by the Secretary-General.

II. OPERATIONAL COORDINATION

A. Support to national coordination, including the country strategy note

The Government has the primary responsibility for coordinating, on the basis of national strategies and priorities, all types of external assistance, including that provided by multilateral organizations, in order to integrate effectively such assistance into their development and recovery process. Taking fully into account the interests and concerns of the country, the United Nations system, under the leadership of the Resident Coordinator, will pursue ways of ensuring a more coherent response to the national plans and priorities of the Government.

The Resident Coordinator will provide leadership to the United Nations system with respect to assisting the Government in the preparation of the country strategy note where the Government so decides. If so required, the Resident Coordinator will propose, in full consultation with the Government, to heads of United Nations system organizations, the amendment of country programmes and major projects and programmes to bring them into line with the country strategy note².

The Resident Coordinator, in collaboration with United Nations country representatives of the funding organizations of United Nations system, will pursue the harmonization of programming cycles and, where appropriate, adapt them to national budget cycles, plans and strategies.

The Resident Coordinator will facilitate improved access by the Government to data on the capabilities of the United Nations system, on development experience and on socio-economic and technological change.

² Country Strategy Note: GA Resolution A/47/199 of 22 December 1992.

B. United Nations Development Assistance Framework (including the common country assessment and the common database)

The Resident Coordinator will provide leadership for the preparation of the United Nations Development Assistance Framework, including related instruments such as the common country assessment, and the common indicator database.

C. Field-level committee

The Resident Coordinator will establish, in consultation with the Government, a field-level committee consisting of representatives of all United Nations system organizations present in that country. In order to promote coordination and a better division of labour, the Resident Coordinator will be informed of planned programme and project activities of the United Nations agencies, funds, programmes and bodies. The Resident Coordinator will convene the field-level committee on a regular basis to review the substantive activities of the United Nations specialized agencies, funds and programmes, including draft country programmes and sectoral programmes and projects, prior to their approval by individual organisations, to ensure that they fall within the framework of CSN/UNDAF. The Resident Coordinator will promote an effective division of labour in support of the frame of reference adopted by the Government and the United Nations system for cooperation and assistance by the system.

The field-level committee will also address specific problems and issues requiring a coordinated response of the United Nations system. The field-level committee, under the leadership of the Resident Coordinator, will establish other inter-agency structures at different levels that will meet on a regular basis to review priority issues, to enhance participation in each other's country programming processes, including situation analyses, programme strategies, evaluations and mid-term programme reviews.

D. Inter-agency thematic groups

The Resident Coordinator will foster the establishment of thematic groups, applying the lead agency concept according to mandate and competency. Such groups should normally be chaired by the individual organization best suited to facilitate this support and should enhance a participatory approach in the functioning of the resident coordinator system. These inter-agency thematic groups will be focused on priority issues to assist in facilitating a coherent and complementary approach by all organizations in support of the Government's plans and priorities and follow-up to United Nations global conferences. Thematic groups may include the participation of the Bretton Woods institutions, bilateral partners, government representatives and non-State actors, as appropriate.

III. MANAGEMENT COORDINATION

A. United Nations House and common services

The Resident Coordinator will make recommendations to headquarters regarding the establishment of a United Nations House in conformity with the Secretary-General's definition of the United Nations House, including the development of a framework for cost-effective, high quality and timely common services.

The Resident Coordinator will promote the sharing of administrative systems and services and the establishment of a United Nations web site and common databases at the country level.

B. Team-building and inter-agency training

The Resident Coordinator will exercise team leadership among the organizations of the United Nations at country level. The Resident Coordinator will encourage full participation of individual funds, programmes and specialized agencies of the United Nations system at the field, regional and subregional levels, including the Regional Commissions and other relevant regional and subregional bodies, in all aspects of the functioning of the resident coordinator system.

The Resident Coordinator will communicate, in conformity with the mandates of United Nations system organizations, a clear sense of purpose and direction and build consensus, commitment and a gender sensitive environment of all organizations involved in operational activities in the country in an impartial and collegial manner.

The Resident Coordinator will promote joint training for staff, at all levels, aimed at enhancing effective collaboration between organizations and with national counterparts.

C. Representation of organizations of the United Nations system without field representation

The Resident Coordinator will make arrangements for dealing with organizations of the system without field representation, including through the establishment of focal points in the Resident Coordinator's office for dealing with such organizations; keeping the organizations systematically informed and, as appropriate, involved in programming exercises; and notifying them of developments relevant to their specialized technical areas of work. Such measures must be complemented by supportive action at respective headquarters, notably the provision of briefing materials on the capacities and comparative advantage of the organizations; developing country-specific situation analyses in the areas of interest of the organizations with identification of multisectoral linkages; keeping the Resident Coordinator informed of communications with the Government; and identifying focal points at headquarters for the country concerned.

D. Security

The Resident Coordinator, when appointed as the Designated Official for Security by United Nations Security Coordinator, will coordinate actions at the country level aimed at ensuring the safety and well-being of all staff of the United Nations system in the designated area of responsibility; will convene and lead the work of the inter-agency security management team for the effective and joint action on all security-related aspects; will ensure proper planning, implementation follow-through and reporting. In carrying out these responsibilities, the Resident Coordinator, as the Designated Official for Security, will receive instructions and guidance directly from the Office of the United Nations Security Coordinator.

IV. HUMANITARIAN AND EMERGENCY ASSISTANCE³

Whereas, in times of a complex emergency, the Resident Coordinator will normally act as Humanitarian Coordinator and will ensure timely, effective and well coordinated priorities of humanitarian assistance, his/her continuation in this function will be in line with the Inter-Agency Standing Committee procedures for establishing field coordination arrangements and, in accordance with the terms of reference of the Humanitarian Coordinator as established by the Inter-Agency Standing Committee as presented in Annex I to this document. The Resident/Humanitarian Coordinator will ensure the effective dovetailing of relief assistance into rehabilitation and reconstruction programmes. He/she is also responsible for monitoring

³ Text agreed to by Office for the Coordination of Humanitarian Affairs.

and reporting on the socio-economic trends in as far as they affect the vulnerable groups in the country. The Resident Coordinator will be accountable to the Emergency Relief Coordinator for those responsibilities relating to the Humanitarian Coordinator functions.

In the event of a natural disaster, the Resident Coordinator will normally coordinate the United Nations response at the country level. In consultation with the host Government and the United Nations country team, the Resident Coordinator is expected to form a disaster management team, which will prepare a disaster management plan. He/she acts also as the focal point for disaster reduction and mitigation.

V. ANNUAL REPORTING, APPRAISAL AND HIATUS ARRANGEMENTS

A. Annual reporting, including annual work plan

The Resident Coordinator will ensure the preparation, in consultation with the representatives of all the organizations active at the country level, of the annual report of the Resident Coordinator for submission to the Secretary-General and all Executive Heads of the United Nations system organizations. The annual report of the Resident Coordinator will contain the annual work plan of the resident coordinator system.

The Resident Coordinator will prepare, in collaboration with United Nations representatives, the annual work plan of the resident coordinator system. He/she will promote teamwork and commitment within the United Nations system to achieving the objectives set out in the work plan.

B. Resident Coordinator and country team performance appraisal

The Resident Coordinator will be appraised annually on the basis of the annual work plan of the United Nations country team as set out in the guidelines for the annual report of the Resident Coordinator, the achievements of the United Nations country team as measured against the annual work plan, and the competency assessment for the Resident Coordinators in accordance with the draft guidelines on "Procedures for Performance Appraisal of Resident Coordinators of the Consultative Committee on Programme and Operational Questions".

The Resident Coordinator will assess the functioning of the United Nations country team as a whole, as well as its individual members, through regular planning, feedback and appraisal. He/she will act to solve problems in the functioning of the United Nations country team. Where the Resident Coordinator is the Humanitarian Coordinator, the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator will be asked to provide an appraisal on this aspect of his/her responsibilities. Simultaneously, United Nations agency members of the Inter-Agency Standing Committee will be asked to provide inputs to the appraisal.

C. Hiatus arrangement

The Resident Coordinator will ensure continuity in the functioning of the resident coordinator system, through the designation, following consultations with the partners in the United Nations system, of a senior colleague of the United Nations system to act as Resident Coordinator a.i. in his/her absence from the country or upon his/her departure and until the arrival of the new Resident Coordinator.

Inter-Agency Standing Committee Xth Meeting

Terms of Reference of the Humanitarian Coordinator

Upon the occurrence of a complex emergency in a country, the United Nations Emergency Relief Coordinator, on behalf of the Secretary-General, will designate a Humanitarian Coordinator for that country. The Humanitarian Coordinator serves as the direct representative of the Emergency Relief Coordinator (and therefore of the Office for the Coordination of Humanitarian Affairs) for matters dealing with this complex emergency.

In all instances, the Humanitarian Coordinator will report directly to the UN Emergency Relief Coordinator. If a Special Representative of the Secretary-General (SRSG) is appointed for the country in question, the Humanitarian Coordinator will function under the overall authority of the SRSG, with the responsibility for coordination of UN humanitarian assistance for the complex emergency in question. If the Emergency Relief Coordinator has designated a lead agency for the provision of humanitarian assistance, with the in-country agency head also serving as Humanitarian Coordinator, this individual will also report directly to his/her agency headquarters.

The UN Resident Coordinator and the in-country Disaster Management Team (DMT) should serve as the first line of initial response to a new emergency, and should normally have established mechanisms of coordination prior to the onset of the complex emergency. Once appointed, the Humanitarian Coordinator will utilize and build upon these DMT mechanisms as required in the performance of his/her duties.

The primary function of the Humanitarian Coordinator is to facilitate and ensure the quick, effective, and well-coordinated provision of humanitarian assistance to those seriously affected by the complex emergency in question.

Within this context, the Terms of Reference of the Humanitarian Coordinator include:

Humanitarian Assistance Coordination Mechanisms and Agreements

1. Convening and serving as the Chair for meetings of the DMT in-country to deal with matters relating to the complex emergency in question, and providing the necessary secretariat support to the DMT. For purposes of dealing with the complex emergency in question, the regular DMT will usually be expanded to include other relevant entities, such as NGOs involved in related relief efforts.
2. Reaching agreement on the basic division of responsibilities among the UN agencies, in accordance with their respective mandates and capacities, as well as working with the other relief entities to facilitate such agreements within the larger relief community.
3. Developing and maintaining a central registry of locally represented humanitarian assistance agencies and organizations, including information on their respective activities and expertise.
4. Ensuring that effective inter-agency coordination within specific sector areas is undertaken by the relevant agencies, and that coordination of the overall logistics needs of the relief operation is effectively undertaken.

5. Obtaining guidance from the Designated Official regarding the implementation of security procedures in support of humanitarian assistance activities, ensuring that this is effectively communicated to the concerned agencies in the field, and facilitating their coordinated implementation.
6. Acting as a focal point for discussion within the relief community regarding policy issues of inter-agency concern (e.g., wage levels for local staff, difficulties with customs procedures and policies, government clearances for travel and passes, etc.) and as an interlocutor with the relevant parties (e.g., the host government) for resolution of such matters.
7. Facilitating the provision of key support services for the larger relief community, such as telecommunications, transportation (e.g., via vehicle or light aircraft operation), etc.
8. Ensuring consultation with government and national authorities on matters regarding the planning and implementation of humanitarian assistance.
9. Facilitating communications, and ensuring overall coordination, between the UN and other humanitarian aid agencies on the one hand and the relevant components of bilateral military forces and/or those of UN Department of Peacekeeping Operations when such forces are present, including promoting resolution of matters of joint concern to the humanitarian aid agencies.

Assessing and Addressing Humanitarian Needs

10. Ensuring that the overall coordination of inter-agency, multisectoral assessments of needs, including the identification of priority needs, and ensuring that such assessments are quickly initiated, adequately supported, and effectively carried out.
11. Coordinating the preparation of an overall humanitarian assistance strategy and Plan of Action of UN agencies, including the establishing of priorities for assistance and agreed collaborative approaches, and coordinating revisions and modifications as required by changing conditions and needs. The preparation and revision of this Plan should be done in close collaboration with the other relevant humanitarian assistance entities, including reflecting their activities and future plans in the Plan.
12. Coordinating the preparation of inter-agency consolidated appeals for humanitarian assistance for the complex emergency in question, including working with the agencies both in-country and at the headquarters level to ensure that the actions described in the IASC Consolidated Appeal Guidelines (currently being finalized) are implemented.
13. Monitoring the provision of resources against such appeals, bringing donor attention to important outstanding gaps, and facilitating inter-agency resource mobilization efforts both in-country as well as at the headquarters level (e.g., via local donor meetings and briefings, convening donor conferences if appropriate, etc.).
14. Monitoring humanitarian needs and identifying specific gaps in the provision of humanitarian assistance. Working with UN and other entities to ensure that such gaps are addressed before they reach the crisis point.
15. Facilitating ongoing strategic planning for the relief effort, including the provision of early warning of major changes in needs or delivery capacities, and contingency planning for such eventualities.
16. Monitoring and facilitating UN humanitarian assistance to special population groups (e.g., internally displaced persons, demobilized soldiers, etc.) to ensure that it is provided in an adequate and timely manner, and coordinating such UN efforts (unless such coordination has been delegated by the Emergency Relief Coordinator to a specific agency).

17. Ensuring that the necessary support is provided to field staff assisting in local coordination of humanitarian assistance and in situation monitoring.
18. Ensuring that effective evaluations of the overall relief efforts, especially the coordination aspects, are undertaken, the lessons to be learned clearly identified, and appropriate follow-up actions taken.
19. Cooperating with entities responsible for planning and implementation of rehabilitation and development activities to ensure that rehabilitation actions begin as soon as they become feasible (which will often be simultaneous with relief efforts), and that relief actions are planned and undertaken with the perspective of their longer-term impacts.

Humanitarian Advocacy

20. Serving as a focal point for the humanitarian community for ensuring the protection of humanitarian mandates in conflict situations, including by:
 - a. seeking acceptance by all parties to the civil conflict in question on the key principles that must underlie UN humanitarian aid efforts (e.g., neutrality, impartiality, access to those in need, accountability to donors for aid provided, etc.); and
 - b. promoting, assisting, and if necessary, leading negotiations to obtain free, safe and unimpeded access for humanitarian assistance to those in need.

Information Dissemination

21. Collecting, analyzing, and disseminating information regarding humanitarian needs and operations to the wider community (e.g., through the production of regular Situation Reports).
22. Ensuring the provision of timely, accurate and relevant information to media, and of briefing information to assist new agencies and NGOs, visiting missions and delegations, etc.

Competencies for the Job Role of Resident Coordinator

1.	Building Country Teams and Strategic Partnerships
	<i>Identifying opportunities and taking action to build strategic relationships within the UN family or with other partners to help achieve UN "family" goals</i>
2.	Building Trust
	<i>Interacting with others in a way that gives them confidence in one's intentions and those of the UN system</i>
3.	Inspiring Others
	<i>Using inter-personal styles and methods that inspire and guide individuals; encouraging the participation and collaboration of others; modifying behavior to accommodate tasks, situations, and individuals involved.</i>
4.	Change Management
	<i>Continuously seeking and using (and encouraging others to seek and use) opportunities to address and implement United Nations reform; facilitating the use of knowledge or help from the UN System in order to identify potential opportunities or problems</i>
5.	Leadership Disposition
	<i>Demonstrating the qualities, traits or attributes (in addition to the intelligence, competence, or special talents) that contribute to the ability to effectively relate to and identify with all players in a politically and culturally sensitive process; conveying an image that is consistent with a United Nations senior official.</i>
6.	Managing Conflict
	<i>Dealing effectively with others in an antagonistic situation; using appropriate inter-personal styles and methods to reduce tensions or conflict.</i>
7.	Management of Meetings
	<i>Ensuring that a meeting serves objectives while appropriate inter-personal styles and methods and considering the needs and potential contributions of others.</i>
8.	Personal Communication
	<i>Clearly exchanging information and ideas through a variety of means to individuals or groups in a manner that engages the audience and helps others understand and retain the message.</i>
9.	Planning and Organizing
	<i>Establishing courses of action for self and others within their own area of responsibility to ensure that work is completed efficiently</i>
10.	Public Relations
	<i>Presenting ideas effectively to individuals or groups when given time to prepare; delivering presentations suited to the characteristics and needs of the audience.</i>
11.	Strategic Thinking (For Self Or Facilitating Others)
	<i>Obtaining information and identifying key issues and relationships relevant to achieving long-range United Nations' goals or visions; committing to a course of action to accomplish a long-range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values, looking after UN issues/concerns.</i>
12.	Cultural Adaptability
	<i>Exhibits the cultural and sensitivity to work effectively in a multi-cultural environment</i>