

**SECRETARY-GENERAL'S IMPLEMENTATION PLAN FOR
THE INCEPTION OF THE REINVIGORATED RESIDENT COORDINATOR SYSTEM**

As mandated by General Assembly resolution 72/279 on the
repositioning of the United Nations development system

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Executive summary and high-level timeline

The implementation plan for the inception phase of the reinvigorated Resident Coordinator system is presented in compliance with General Assembly resolution 72/279 on the repositioning of the UN development system (OP13). The plan is focused on the inception measures – including funding arrangements – required to ensure that the new Resident Coordinator (RC) system is operational in 2019. It also outlines key subsequent measures required to consolidate these arrangements to deliver a fully-fledged reinvigorated RC system. As such, this plan does not constitute a workplan for the comprehensive follow-up to the resolution in all its aspects – the mandates of which are summarized in the timetable below (fig. 1).

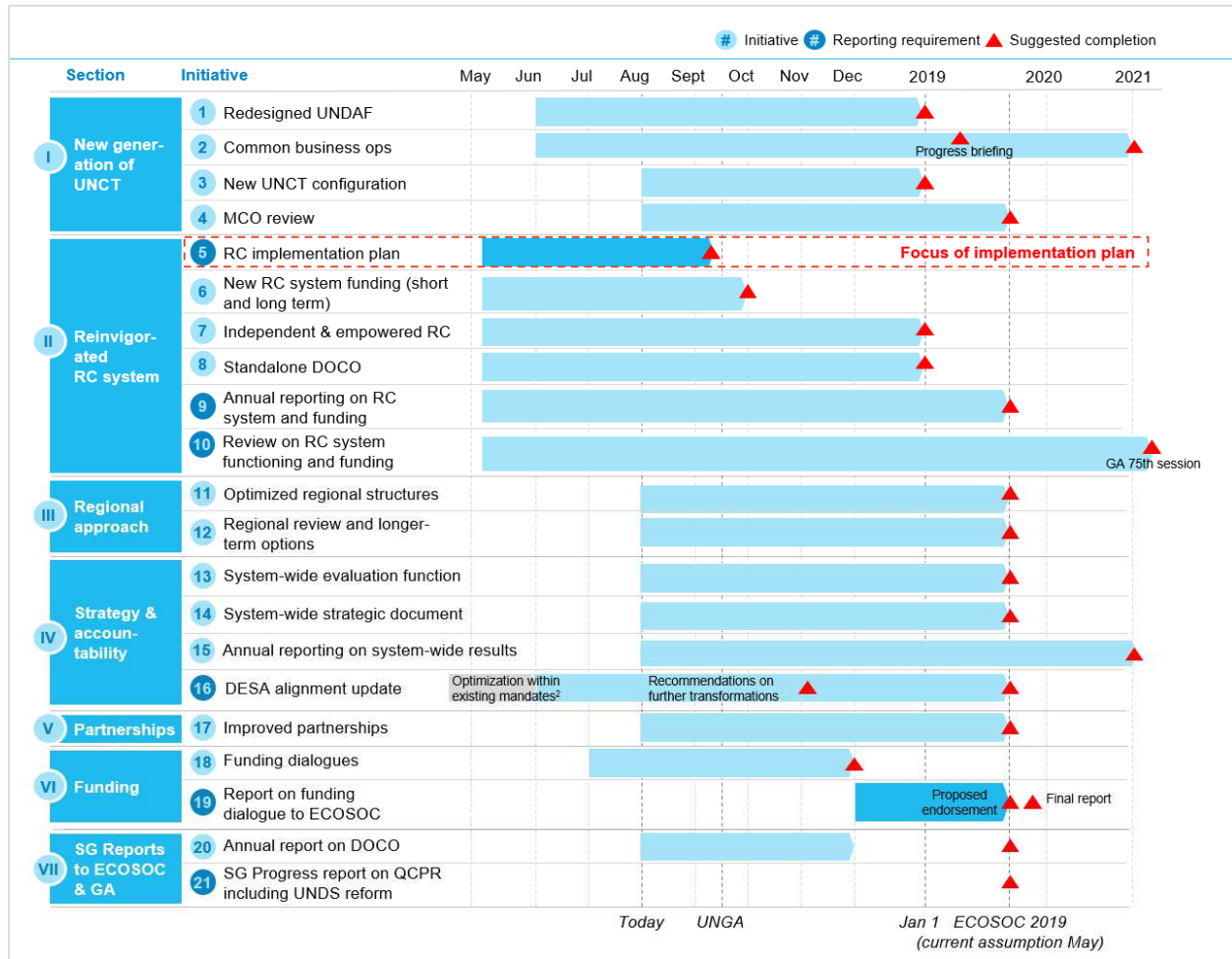
In outlining immediate actions required from now to December 2018, the plan focuses on creating the authorizing environment for a RC system decoupled from UNDP by looking at all administrative, legal and oversight arrangements. This requires, inter alia, the establishment of a funding platform for contributions for the new system, the development of a new job description for RCs, the establishment of posts in the Secretariat to host the reinvigorated RC system and the UN Development Operations Coordination Office (DOCO), putting in place transitional administrative arrangements for the RC Office(RCO) posts in the field, and the issuance of related letters of appointment. Arrangements for increased cost-sharing contributions from members of the United Nations Sustainable Development Group (UNSDG) will also need to be in place.

For the medium term – from early 2019 through to 2020 – these changes will need to be consolidated, in line with resolution 72/279, through a set of actions to affect the full reinvigoration expected by Member States. This will include the arrangements for the transfer of staff in RCOs to the Secretariat, an additional recruitment drive to bring all RCOs to the agreed minimum staffing-complement – and DOCO to its full staffing complement – a long-term Service Level Agreement (SLA) with UNDP on administrative support to field operations, the institutionalization of the 1% levy, the institutionalization of changes to the 2008 Management and Accountability System in UN Country Teams, redesigned United Nations Development Assistance Frameworks (UNDAFs), and changes to the assessment and selection process of RCRCs. Recommendations from phase two of the regional review and the multi-country office review will also need to be factored-in when they become available.

During the course of 2019, steps will also be required to arrive at a sustainable funding arrangement for the new system which fully leverages the hybrid funding model put forward by Member States for the RC system. In the immediate term, it will be critical to ensure that contributions are frontloaded to maintain momentum in ensuring a smooth transition of the RC system. The first key funding milestone will be to reach USD145 million in firm funding commitments by end-September 2018 in order to ensure the essential elements are in place and operational on 1 January 2019. The remaining budget will need to be secured progressively, between October 2018 and March 2019.

More broadly, all actions for the inception of the new system will ultimately depend on Member States cooperation to ensure the necessary build-up of the funding needed, authorization of key posts, cooperation on legal aspects and alignment across the various Executive Boards and Governing bodies of UNSDG membership.

Visual 1 – Timetable for UNDS work streams



A. Introduction

Introduction and context

This implementation plan outlines short and medium-term actions needed for a smooth transition towards a reinvigorated RC system, with a time horizon of 18-24 months. It is guided by the mandates for an empowered and impartial RC system of GA resolution 72/279 on the repositioning of the UN development system. It also draws on extensive deliberations by Member States within the ECOSOC Dialogue on the longer-term positioning of the UN

development system and, subsequently, the 2016 quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations (A/RES/71/243).

The plan provides overall timing and sequencing of actions, with a focus on immediate actions needed for the start-up phase of the new system model. It also specifies arrangements to transition staff and operational support, clarifying UNDP's new role in servicing the new RC system. The plan also looks into the initial recalibration of functions and relationships both in the field and at regional and headquarters levels, to ensure accountability for results from RCs to national counterparts, and clear reporting lines between RCs and the SG, as well as UNCT members and RCs. Importantly, the plan outlines the start-up funding needs for the new RC system to be operational from day one, as well as the arrangements to receive, manage and channel the funding along with reporting to ensure accountability and transparency on spending.

In considering medium-term transition measures into 2019, the plan provides an overview of additional actions required to consolidate this important transition. These actions include any potential changes to the RC selection, attraction and training processes, as well as longer-term mechanisms to fully operationalize the hybrid funding model for the RC system. The plan also recognizes the need to eventually incorporate the implications for the RC system of the future reviews of the UN development system regional assets and multi-country offices, in addition to the overall transition towards a new generation of UN Country Teams through the roll-out of revised UNDAF guidelines and any physical presence reconfiguration, and changes regarding internal accountability.

Finally, the plan identifies risks and contingency measures needed for a smooth and timed transition, along with a clear sequencing of all steps to be taken in the next 24 months and a clear communication strategy to ensure that the UN development system is fully aligned as we move forward.

Vision for future of RC system: results in support of the 2030 Agenda as the system's "raison d'être"

Member States' calls for a reinvigorated RC system ultimately rest in the transformation of the development landscape in recent years, as reflected in the 2030 Agenda for Sustainable Development. Its universal, integrated and people-centred nature, which integrates economic, social and environmental dimensions of development, requires a collaborative and effective response by the UN development system, at an unprecedented scale. This needs to be matched by equal ambition in the organization, operations, funding and overall mindset of the UN development system to ensure integrated action towards the Sustainable Development Goals (SDGs), in a way that leaves no-one behind.

RCs lead implementation of the UNDAF and support countries in their implementation of the 2030 Agenda on the ground. Ultimately, the new arrangements will provide full time leadership at the country level, empowered to lead UN coordination, strategic policy, innovative partnerships and investments around the SDGs. It will strengthen accountability for results; it

will provide greater incentives for integrated action and will enable UNCTs to deliver and report on in-country results at scale that respond to national priorities and needs, allowing national authorities to hold RCs and UNCTs accountable for their collective support to SDG achievement.

To that end, the RC system will continue to be led by development professionals that are capable, staffed and resourced to tailor and steer UNCTs on the basis of country needs. This entails alignment of RC and UNCT skills and profiles with national sustainable development needs, including better preparation to ensure operational coherence and synergies in development, humanitarian and peacebuilding action, according to the country context and grounded in international law.

Ultimately, RCs will have to be strong development-focused leaders, with independence and impartiality, and supported by adequate and predictable resources. Success will be measured on the delivery of results in advancement of country efforts to eradicate poverty and leave no-one behind, in line with the 2030 Agenda and the norms and principles enshrined in the UN Charter. On the basis of the relevant UNDAF and well aligned country programmes, strategic, effective, efficient, and accountable impact will be the baseline for performance and success indicators of the reinvigorated RC system. Advancing the Secretary General's overriding commitment to prevention – in line with respective mandates and resources – will be another key measure of success.

Mechanisms for running the transition

The transition towards a reinvigorated RC system will be supported by several mechanisms, starting with a dedicated UN development system transition team which reports directly to the Deputy Secretary-General. This team is part of a larger reform structure that will operate under the overall guidance of the Secretary-General to manage the change process in a coordinated manner across all reform streams. The UN development system transition team will provide strategic direction to the system and will track progress towards the deliverables requested in GA resolution 72/279. To fully draw from the strengths and assets of the system and ensure full ownership of the way ahead, the team will be supported mainly by secondments from entities of the UN development system.

The United Nations Sustainable Development Group (UNSDG) will also have a key role, including in authorizing the proposed policy and procedural changes anticipated in the reform package. The UNSDG's Strategic Results Groups – or dedicated Design Teams – will be convened to address specific components. An Advisory Group for the repositioning of the UN development system involving key members of the Group will serve as a sounding board as we explore the best pathways to reinvigorate the RC system. The UNSDG will continue to benefit from the critical role of DOCO as the Secretariat for all its processes.

At the UN Secretariat, a working group comprising EOSG, UNDP, DOCO and the Department of Management has been established to review, monitor and provide recommendations, in consultation with other relevant offices, on all details of the new RC system – including human resources, procurement, logistics, legal status of RCs, their offices, DOCO and UNDP in its future

role – with an emphasis on ensuring business continuity as the function of RCs is separated from the UNDP Resident Representative.

At the regional level, the regional teams of the UNSDG will continue to meet, convening regional directors of member agencies, funds and programmes and the Regional Economic Commissions. The regional UNSDGs will continue to be chaired by the UNDP regional directors for the region concerned, as per current practice, pending the conclusion of the upcoming review of the UN's regional assets.

To ensure coordination and coherence of both the transition of development reforms and the UNDP transition, regular consultations have been instituted.

RCs, all relevant UN entities – including at the country level – are being consulted on how to shape the way forward.

Throughout this process, the Deputy Secretary-General and the UNDS Transition Team have relied on, and will continue to count on, the feedback by Member States, through regular briefings and consultations in plenary, bilateral and regional group meetings.

B. Towards a reinvigorated RC system: individual components of the inception plan

Short-term actions: July –December 2018

The following actions need to be undertaken in the coming six months to ensure the new system is operational from 1 January 2019 and that there is no break in operations at the country level.

Authorizing environment

RCs and members of their offices currently operate in countries under the UNDP Standard Basic Assistance Agreement (SBAA) or other relevant UN agreement. In light of the separation of the RC system from UNDP on 1 January 2019, the Secretary-General will notify the Member States concerned of the designation of a fully dedicated RC to perform functions under the repositioned UN development system, as endorsed by the General Assembly.

On the basis of this opening letter, the United Nations and the Member State concerned will proceed with an exchange of letters and will agree to apply the existing UNDP SBAA or other relevant agreement, *mutatis mutandis*, to the RC and members of their Office. The communication will further state the understanding of the Organization that, until this exchange of letters has been concluded, the UNDP SBAA or other relevant agreement will apply to the RC and members of their Office. It will also make clear that the SBAA will continue to apply without change to the UNDP Resident Representative.

Start-up funding and financing arrangements

Total estimated costs of the new RC system and start-up costs to launch on 1 January 2019

The working assumption in the deliberations around the UNDS repositioning resolution negotiations was that the new, independent RC system model will cost approximately USD290 million annually. These included USD255 million in staffing and operating costs of the RCOs and DOCO – of which over 80% will be invested in enhancing capacities and skillsets at country level and the remaining 15% at regional and global level – as well as a small ‘Coordination Fund’ to support coordination activities by RCs, costed at USD35 million per annum. The underlying assumptions, staffing and operating costs behind these figures were reflected in ‘Explanatory Note #2’ issued by the Secretariat in February 2018. A detailed budget calculation office-by-office is under development and will be completed by mid-September 2018. The budget modelling assumes the status quo in terms of a total of 129 RCOs and remains well within overall budget estimates shared in February with Member States.

It is envisaged that the new RC system will reach full capacity in essentially four stages:

- Stage 1 involves staffing-up a minimum capacity in DOCO, both in HQ and the regions to assume management of the RC system from UNDP and begin rolling out the significant changes envisaged under the resolution, by mid November 2018.
- Stage 2 involves ensuring that there are 129 RCs in place, with a minimum staffing complement of two support staff and three national professional staff, by 1 January 2019.

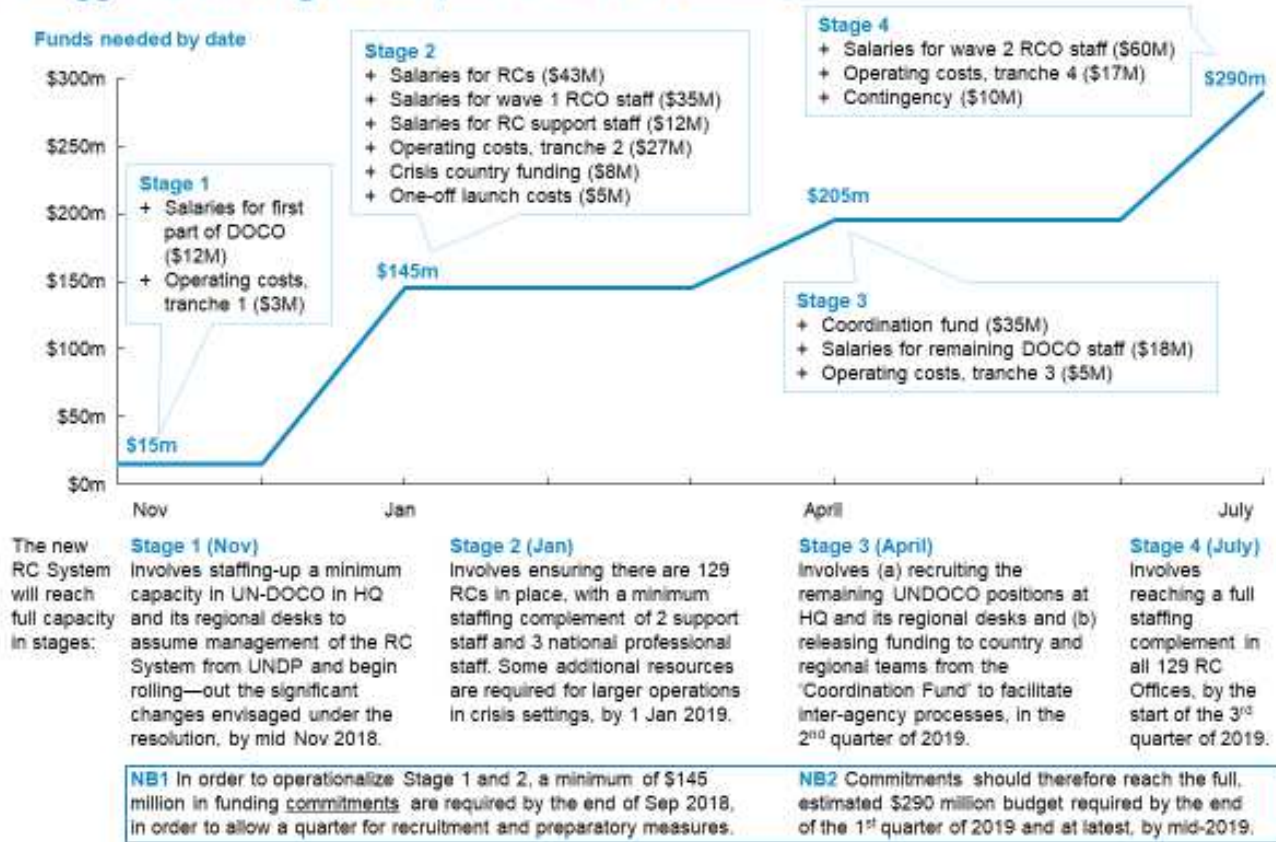
NB1/ Additional resources will be required in specific country contexts and will be deployed accordingly. In countries where RCs are double or triple-hatted, for example, they will be expected to receive integrated support across development, humanitarian and peacebuilding entities to drive an integrated response.

NB2/ In order to operationalize Stage 1 and 2 above, **a minimum of USD145 million in funding commitments are required by the end of September 2018**, in order to allow three months advance planning for recruitment and other preparatory measures.

- Stage 3 involves (a) recruiting the remaining DOCO positions at HQ and in the regions and (b) releasing funding to country and regional teams from the ‘Coordination Fund’ to facilitate inter-agency processes, in the second quarter of 2019.
- Stage 4 involves reaching a full staffing complement in all 129 RCOs, by the start of the third quarter of 2019.

NB3/ Commitments should therefore reach the full, estimated USD290 million budget required by the end of the first quarter of 2019, and at latest by mid-2019.

Staggered funding needs [See Annex for breakdown]



Source: UNDS repositioning – Explanatory Note #2, February 2018

1. Assumption that 30% of salary costs necessary to cover operating costs, such as facilities and services costs
2. RC travel costs included within the operating costs and are distributed across stages

UN Special Purpose Trust Fund

A UN Special Purpose Trust Fund (SPTF) has been established to receive, consolidate, manage and account for all contributions and financial transactions of the reinvigorated RC system. The Fund is housed in the UN Secretariat to be administered by the Office of the Controller in the Department of Management and managed by DOCO. The purpose of the SPTF is to receive funding from different sources and manage transparently and effectively all financial transactions relating to a reinvigorated RC system, in line with GA resolution 72/279. All costs will be directly covered by the resources of the SPTF, without any additional fee.

In reviewing possible mechanisms, the SPTF was retained as the most effective and cost-efficient option, given the non-programmatic nature of the corresponding operations. The SPTF will provide full transparency to all the relevant stakeholders – including donors – on expenditures and the total cost of operations. Contributions to the SPTF will be documented using a Standard Contribution Agreement. The SPTF will need to build up a 4 to 6 months reserve to ensure business continuity from one year to the next. Reporting to donors and other

stakeholders will be done based on the calendar year in US dollars and will be available three months after year-end.

In addition to this standard annual report on the SPTF, all information about contributions and disbursements will be published online in real time. This will commence as soon as the first contribution has been formalized. This will provide visibility through a dedicated website, for Member States and partners to be able to track the status of the SPTF at all times.

Wherever feasible, at least first installments of agency cost-sharing for 2019 will need to be received by the end of 2018, to help cover the salaries and general operating expenses for RCs and RCOs.

Sources of financing for the inception phase

Member States decided to support the funding needs of the reinvigorated RC system through a hybrid funding model based on three complementary funding sources: (a) a 1% coordination levy on 'tightly earmarked third-party non-core contributions' to United Nations development-related activities; (b) doubling the current cost-sharing contributions from United Nations development system entities; and (c) voluntary, predictable, multi-year contributions to a dedicated trust fund. These financing elements were set out in the Technical Note on 'Funding the reinvigorated RC system' devised by the co-facilitators of the resolution on the repositioning of the United Nations development system.

[A] 1% coordination levy

In proposing a hybrid Funding Model, Member States have estimated that a 1% coordination levy could potentially generate approximately USUSD 80 million annually, based on 2016 figures which showed a total of USUSD 7.955 billion in tightly earmarked non-core contributions for development¹. Once likely exclusions are applied, the potential income from this source may be closer to USD60 million than USD80 million.

The levy will be applied to contributions for UN development-related activities that are tightly earmarked to a single agency, single programme or project. The mandate's focus on "tightly earmarked third-party non-core contributions" implies that the levy will exclude inter-agency development pooled funds, entity-specific thematic funds, local resources (i.e. programme country Government² cost-sharing) and South-South cooperation. As the levy relates specifically to UN development-related activities it thus does not apply to humanitarian assistance. UN-UN transfer agreements and similar instruments for transfers between UN entities presumably should also not be charged a levy since the UN organization that has received funding from a donor should already have charged the levy (if applicable). The question of how to treat global vertical funds remains under discussion, however as pooled

¹ Technical note on the Funding of the RC system, April 2018

² Programme country is understood as all countries that are covered by a RC (including those covered from a RC in another country, such as for multi country offices).

funds themselves, vertical funds like the Green Climate Fund or the Global Fund to Fight AIDS, Tuberculosis and Malaria would seem to align with the type of funding promoted by the Resolution and this exclusion may be justified. Finally, based on initial analysis and reflection, the Secretariat recommends that contributions from foundations, civil society and private sector be at least initially excluded, and that the focus of this levy remains on Government contributors. This could be reviewed at a later date. This would imply that the potential amount to be generated by a 1% levy would in fact amount closer to USD60 million rather than USD80 million, based on 2016 data.

The coordination levy is to be collected “at source”. A number of options are possible in implementing this, including charging the levy at the time a contribution agreement is signed between the UN entity and a donor (this would be done by adding a clause in each tightly earmarked non-core contribution agreement stating that, on top of the agreed contribution, a UN coordination levy equivalent to 1% of the total value of the agreement will be paid into the UN SPTF), or alternatively, payment by the donor in one or more installments annually, directly from the donor to the UN SPTF, calculated (by the donor, or by the Secretariat) on the basis of the previous year’s tightly earmarked contributions to UN development related activities. Whichever option is chosen, agencies and entities will likely need to modify their internal instruments and possibly their donor agreements.

The Secretariat encourages Member States which contribute through tightly earmarked non-core contributions to propose a workable model for administering this levy as soon as possible. Depending on the model, this will likely require decisions in the Executive Boards of the UN agencies, funds and programmes concerned. In anticipation, the Secretariat would encourage Member States concerned to consider factoring-in what would have been their 2018 contribution under the levy as part of their contribution to the voluntary funding window.

Further consultations on the levy will be held as part of the Funding Dialogues with Member States, which will unfold until December 2018.

[B] UNSDG membership cost-sharing

The decision to double the budget accounted through the UNSDG cost-sharing agreement should generate approximately USUSD 77.5 million towards 2019 costs of the RC System³. Each entity’s share is calculated through a three-step formula, taking into account an annual base fee, entity staff size and expenditures and share of UNDAFs at the country level. Eleven new entities have been invited to join the UNSDG during 2018 and transitional contributions will be sought from those agencies⁴ who accept this invitation, for 2019, whilst the cost-sharing formula is revisited for 2020 onwards. Under these new arrangements in-country fundraising for the RC system will effectively become redundant.

³ In 2018, 19 entities are expected to contribute USD38.7 million

⁴ Consideration will need to be given vis-a-vis applicability of humanitarian exemptions and/or 'discounts'

The existing Memorandum of Understandings (MOUs) for UNSDG member entities' contributions towards the cost-sharing arrangement in 2019 will be amended. UNSDG entities will be approached to deposit their 2019 contributions as soon as possible into the UN SPTF in the fourth quarter of 2018, and their full contributions not later than 1 April 2019. A number of entities – specialized agencies in particular – need to seek an increase to their approved biannual budgets (2018-2019) to accommodate the increased cost-sharing requirement.

Most UNSDG members have confirmed their agreement to the proposed cost-sharing decision by the General Assembly, in some cases, subject to ratification by their governing bodies. The UN Secretariat's share of the UNSDG cost sharing arrangement for 2019 – estimated in the range of USD13-USD16 million – will also require approval by the UN budgetary committees as part of their consideration of revised estimates for the programme budget for the biennium 2018-2019.

[C] Voluntary contributions

In the medium term, voluntary contributions are required to close the gap of approximately USD153 million between total projected funding needs of USD290 million, less the revenue from the 1% levy (approximately USD60 million) and the entity cost sharing (approx. USD77 million). In the immediate term, however, while the specific modalities and timelines for the implementation of a levy are defined, the funding gap extends to approximately USD212 million in voluntary contributions.

It is critical for the successful launch of these reforms that voluntary contributions are front-loaded, as the systems and policies required for collection of the 1% levy may take some time to get up and running.

For example, the recruitment of a first cohort of DOCO staff and the establishment of 129 RC posts under the Secretariat need to take place in the fourth quarter of 2018.

The RC Coordination Fund

As foreshadowed above, USD35 million will be required annually for the Coordination Fund in support of system-wide coordination activities on the ground for the implementation of UNDAF.

The Coordination Fund will be managed by DOCO and will serve to catalyze and incentivize system-wide efforts in support of priority initiatives in different country and regional settings. This is essential to provide seed funding to critical joint initiatives such as the development of the UNDAF, joint assessment and analyses, joint data, joint program development, joint planning and innovation, the systematic monitoring and reporting on the progress of UNDAF outcomes along with mid-term and end of cycle UNDAF evaluations, UNDAF country results reports, as well as convening and facilitation of national government-UN steering committees, communications and advocacy. Distribution of these funds will be adjusted to the needs of specific operations, at which point they find themselves in the UNDAF cycle, and so forth.

The Coordination Fund will be managed in an integrated fashion with the resources for the RC system, under the UN SPTF. All reporting and management for these funds will be fully merged.

The resources under the Special Purpose Trust Fund will be dedicated to the functioning of the RC system – RCs, RCOs, DOCO, the UNSDG and its subsidiary bodies and the mechanisms and processes that are integral to the UN development system. The funds under the UN SPTF will be administered primarily by the Secretariat, on salaries and operating costs. The UN SPTF will be dedicated to operationalizing the system-wide vision introduced under the resolution.

The Joint Agenda 2030 Fund is a complementary financing instrument, with explicit programmatic ambitions connected to the SDGs. The funds of the 2030 Fund will be managed by a wide range of UN organizations depending on the project or programme. It will be governed by a policy and programming results framework. The 2030 Fund is a critical complement to the ambition of a more joined-up UN development system at the country level and empowered RCs but is best managed under separate financial and governance arrangements.

Member State budgetary oversight

The Department of Management (DM) has submitted a staffing table of new posts for the RC system and DOCO to the General Assembly Advisory Committee on Administrative and Budgetary Questions (ACABQ) in late August 2018. It will also submit a Revised Estimates Report for consideration by the ACABQ and the Fifth Committee, at their sessions in the fall of the 73rd session of the General Assembly. The Report will set out the full budget for the reinvigorated RC system for 2019, including resources, the Results Based Budgeting framework, information on the staffing and an organization chart. Against this backdrop, the Revised Estimates Report will request the General Assembly to approve the UN Secretariat share of UNSDG cost sharing arrangement to be charged against the new section of the regular budget, for 2019.

The changes mandated by GA resolution 72/279 will only take place once the funding for the start-up costs and the running costs for 2019 are secured.

A new cost sharing formula, for the 2020-2021 biennium and onwards, will have to be presented to ACABQ, the Fifth Committee and the respective governing bodies of UNSDG member entities by March 2019.

Human Resources transition issues

The following sets out the urgent actions required to operationalize the decisions to transfer the RC system to the UN Secretariat by 1 January 2019, along with key planning and timing assumptions. Posts at D1 and above will be submitted to the ACABQ for approval by early September 2018.

Transition of the Development Coordination Office (DOCO)

DOCO is currently housed and administered by UNDP. Following the resolution, DOCO will be transferred to the Secretariat, as a stand-alone coordination office, and its role will be strengthened to ensure that the UN is more effective, accountable and coordinated in supporting the 2030 Agenda. The new DOCO will be established through a Secretary General Bulletin (SGB), based on the GA resolution.

The transition of DOCO is being managed in three stages:

- Relocation of 27 existing DOCO HQ staff, as an 'Advance Team', moved under Secretariat oversight. The staff are already in place. Reserve funds already available with DOCO are sufficient to cover this Advance Team until 30 June 2019. A Non-Reimbursable Loan agreement will be signed by 1 November between UNDP and the UN Secretariat for the reassignment of these staff.
- New recruitments will commence with an initial 43 posts to be advertised by the Secretariat. This will include 32 posts at DOCO HQ and 11 posts for DOCO's five regional desks. Recruitment processes will follow Secretariat-standards with inclusion of UNSDG agency staff in the selection process. Staff in the DOCO 'Advance Team' will be able to apply. These posts will be filled by end-November 2018 to support the upcoming transition.
- DOCO's regional desks will remain in their current locations in Addis Ababa, Panama City, Amman, Bangkok and Istanbul. DOCO's regional desk staff will work under the joint oversight of DOCO HQ and the chair of the regional UNDG.
- Continued recruitment for the remaining DOCO posts will take place in January 2019. The timing and placement of these recruitments will also depend on total resources available for the new RC system, with priority to be given to staffing the RCOs at the country level.

By end-June 2019, the DOCO 'Advance Team' will have completed their transition assignments and all new DOCO staff – at HQ and in the regions – will be on Secretariat contracts.

Transition of Resident Coordinators

The current cohort of 129 RCs are all presently on UNDP contracts and serve concurrently as UNDP Resident Representative. All 129 RCs will receive Secretariat contracts by 1 January 2019. Of the 129 RCs, 59% are UNDP staff and the remainder are on secondment to UNDP from another UN entity, including the Secretariat. The Secretary General has informed sitting RCs of his intention to re-designate them effective 1 January 2019 if they choose to remain RCs. Following the establishment of the RC posts by ACABQ (all of which are at the D1 level or above) the following are key short-term milestones to transitioning the RCs:

- All incumbent RCs expected to remain in their current post beyond January 2019 have been invited to indicate whether they intend to remain as RCs or not
- The Secretary-General will re-designate these incumbent RCs to the host Government, under the new arrangements effective 1 January 2019, with request to Governments for their consent

- Secretariat will sign block staff secondment agreements with home-agencies of the existing RC cohort
- Letters of appointment will be issued by the UN Secretariat effective 1 January 2019. These RCs will continue to be administered by UNDP in 2019, on behalf of the Secretariat (for payroll, etc.). They will be fully administered by the Secretariat from 2020.
- A RC appointment round is anticipated in the 4th quarter of 2018, to accommodate natural vacancies and any early vacancies created by RCs opting-out of the RC function.

Transition of RC Office staff

RC's Offices (RCOs) are staffed through a wide range of funding sources and are responsible for a range of coordination functions and substantive roles. All RCOs capacities will be reviewed starting from September 2018. From 1 January 2019, a minimum capacity of RCO staff fulfilling core coordination functions as envisaged under GA resolution 72/279 will be funded by the UN SPTF. RCOs will continue to be administered by UNDP in 2019 under the terms of a Service Level Agreement between UNDP and the Secretariat. RCO staff are expected to transition to Secretariat contracts by 1 January 2020 after a comprehensive review of all RCOs and a change management process. Building on existing best practices and to ensure operational flexibility, local contracts in 2019 will continue to be managed by UNDP on a fee-for-service basis. All RCO staff will transition to Secretariat contracts by 1 January 2020 after a comprehensive review of all RCOs and a job matching process.

Any RCOs that do not have a 'minimum' staffing complement of at least two support staff and three substantive staff currently, will undertake recruitment processes already in the 4th quarter of 2018 to close the gap. It is critical that instructions for arrangements and budgets for the first quarter of 2019 are communicated to RCOs by the start of the fourth quarter of 2018.

As anticipated in the Secretary General's report of December 2017 (A/72/684-E/2018/7, para 66), there will also be an integration of the country offices of the UN information centres with RCOs. In some 50 locations, work will begin to integrate field staff of the Department of Public Information (DPI) into RCOs. Where DPI staff are available, they will also serve as the information/communications focal point in the RCO. An inventory of specific country situations is underway in order to develop a transition plan to introduce these changes.

Interim human resources (HR) arrangements

It is essential that the momentum of the UN development operations is not lost during this transition period. The pipeline of RC candidates needs to be maintained. An assessment Centre will take place in October/November 2018 to keep building the candidate pool. Additional RC nominations will take place in the fourth quarter of 2018.

Operational transition

DOCO HQ transition – premises and assets

The DOCO team will remain on its current premises to minimize disruption during transition. Rent for the current DOCO space has been confirmed to be paid through DOCO extra-budgetary funding till 30 June 2019. Alternative office space and related requirements for DOCO can be provided as early as the second quarter of 2019. All property will be transferred to the UN Secretariat effective 1 January 2019.

RCs, RCOs and DOCO regional offices transition – premises, assets and services

In the field, the intention is for RCs and their offices to remain in the same premises as UNDP which will, in turn, increasingly be shared/co-located with other entities. Rental and related costs will be managed by UNDP on behalf of the Secretariat and covered under an SLA. Any agreements for other services will be incorporated into the SLAs or transitioned via other appropriate action.

Approximately 25 regional DOCO staff will be placed in Addis Ababa, Bangkok, Panama City, Amman and Istanbul – where regional UNSDG teams are currently located. The default setting will be to co-locate regional DOCO staff in Regional Economic Commissions. Where no local REC office is available, the team will co-locate at the UNDP premises. Their premises will be covered under SLAs with the lead entity.

Transitioning to Secretariat systems - Umoja and ICT systems

The migration of UNDP-administered personnel is being planned according to standard procedures in line with Umoja requirements, which have been tested in other similar transition initiatives.

The information and communication technology (ICT) services for DOCO will be provided out of the nearest UN Secretariat Regional Technology Center. Because some RCOs operate in locations where there is no UN Secretariat presence, continued support from UNDP – via the SLA – may be provided based on a combination of cost/benefit/risk assessment.

Reporting lines RC/Secretary-General and role of DOCO

From 1 January 2019, RCs will report to the Secretary-General through a system managed by DOCO. Management and oversight of day-to-day activities of RCs will be carried out by the DOCO Director, under the collective ownership and with inputs by members of the UNSDG. DOCO, as a stand-alone coordination office within the Secretariat, will report to the Deputy Secretary-General, as Chair of the Group.

Annual performance planning and appraisal of RCs will be managed through a combination of (1) individual performance plans between the RCs and the Secretary General or his delegate

using the UN Secretariat's Inspira platform; and (2) a collective UNCT Assessment for Results and Competencies (ARC) which will be revised in light of the anticipated changes to the Management and Accountability Framework (MAF). Feedback received from host governments regarding the RC/UNCT results in support of the 2030 Agenda, as captured in the UNDAF, will be critical inputs to this process.

Annual performance reviews of RCs will continue to take place at a meeting of regional directors under the auspices of the regional UNSDGs. These sessions will be chaired by the Director of DOCO. Additional staff to support RC system leadership and the expanded regional desks of DOCO (outposted to regions) is being anticipated under the new DOCO organigram.

As indicated in the Secretary General's report of December 2017 on the repositioning of the UN development system, RCs will continue to be double-hatted as Humanitarian Coordinators (HC), and triple-hatted as Deputy Special Representatives of the Secretary-General (DSRSG), in relevant contexts. This implementation plan, as requested by GA resolution 72/279, focuses specifically on the role of RCs, and the supporting infrastructure and associated mechanisms and processes to support operational activities for development. The functions of HCs and DSRSGs are not addressed explicitly in this document and will continue to follow current accountability-lines – namely, from HCs to the Emergency Relief Coordinator, and DSRSGs to Special Representatives of the Secretary-General in integrated mission contexts. RCs who serve as Designated Officials for Security will also continue to report to the Under-Secretary-General of the Department for Safety and Security.

Reporting at the field level

The RC's primary line of accountability and reporting remains at the country level, in relation to the collective UNCT results in support of national SDG priorities and needs. In this regard, there will be a mandatory reporting from UNCTs to host governments, through the RCs, on the performance and results of the UN's collective support to the SDGs in-country, as reflected in the UNDAF.

A matrixed, dual reporting model for UNCT members will also be introduced, accompanied by a strengthened performance appraisal system to strengthen mutual accountability. This is to ensure that UNCT members are not only accountable to their respective HQs, but also to RCs in terms of their contribution to UNDAF results and their support to the 2030 Agenda.

In transitioning to this dual reporting mechanism, a minimum set of authorities of RCs will be institutionalized in line with GA resolution 72/279. These authorities will be reflected in the UNSDG Management and Accountability System, to be renamed as the Management and Accountability Framework. The current version is dated 2008 and reflects an institutional set-up whereby RCs were also UNDP Resident Representatives. An interim revised MAF will be submitted to a full UNSDG meeting for sign-off in November 2018.

Key elements of the framework will also be introduced into the collective UNCT Assessment for Results and Competencies (ARC) tool. In the immediate term, pending changes to the MAF and

ARC, all agencies with a defined role in the UNDAF will be required to introduce a UNCT related performance indicator into their corporate planning and appraisal mechanisms for their agency representatives.

The dual accountability of UNCT members will also be underpinned by a stronger dispute resolution mechanism and will be reinforced through the direct accountability of Principals to the Secretary-General, in respective Compacts and performance appraisals.

Recalibrating functions/relations

In calling for a new generation of UNCTs and reinvigorated role for the RC system, the reforms ushered-in by GA resolution 72/279 will clearly have implications for relationships and roles on the ground.

Firstly, the relationship between RC and UNCT members will be reviewed and any changes will be reflected in the updated Management and Accountability Framework, which is addressed under a separate heading in this implementation plan.

Secondly, the relationships between the UNCT and the Government will also need some adjustment. Governments will continue to liaise directly with whichever part of the UN it so wish and agencies will continue to interact with their counterparts as they always have, to ensure adequate support to related priorities. Nevertheless, the call for strengthening of integrated policy advice, collective action and collective reporting embedded in the GA resolution 72/279 implies at minimum more formal, regular, collective interaction with host Governments lead by RCs on the UN side. Some new global protocols may also be desirable to guide communication with Heads of State/Government, and the relevant coordination Ministries in particular, to ensure coordination and information flow. The newly-empowered RCs can be expected to introduce some new systems to this end in furtherance of the UNDAF and implementation of the 2030 Agenda. They will need to do so with sensitivity, so as not to obstruct ongoing implementation efforts across the UNCT.

Thirdly, the relationships between the UNCT and donors will also be adjusted to align to the vision contained in GA resolution 72/279. An empowered RC and a UNCT working on more joint programming, more collective analysis and planning, encouraging less tightly-earmarked cost-sharing and promoting pooled funds, implies new dynamics between UNCT and the donor community locally, especially with regard to collective action around the SDGs and outputs identified in the UNDAF. Fund-raising outside the UNDAF is expected to reduce, transaction costs to lower and business efficiencies to increase with more common premises and back offices. Donors and national partners will also judge these reforms as to whether, inter alia, UNCT fundraising efforts at the local level are more coordinated, less duplicative and less competitive. The RC role in promoting, accelerating and coordinating local fundraising is thus expected to increase.

Fourth, the changes in the relationship between the UNDP Resident Representative and the RC, and between UNDP and RCO will also be significant. RCs and RCOs will continue to be –

deliberately – housed in UNDP premises. UNDP will continue to play an ‘integrator function’ to deliver UNDAF outcomes, in support of RC efforts to deliver a coherent UN development system response. Some global SOPs between the UNDP Resident Representative, RC, RCO and UNDP Country Office may be required to guide roles and expectations, at least for the transition phase; these can build on the existing successful precedent where the RC role was fully separate from the Resident Representative role and the RCO fully separate from UNDP.

Redesigned UNDAFs

GA resolution 72/279 defines the UNDAF as the most important instrument for the planning and implementation of UN development activities at the country level in support of the implementation of the 2030 Agenda. As is current practice, UNDAFs will continue to be prepared and finalized in full consultation and agreement with national governments and with inputs by other relevant stakeholders. UNDAFs should reflect the UN system’s collective response in support of a country’s SDG priorities and needs, as articulated through their national priorities and plans and in accordance with international norms and standards. They are to serve as the basis for configuring a needs-based, tailored UN country presence, in dialogue with the government and informed by national priorities and UN norms and standards. In support of a repositioned UNDAF, RCs are to be empowered to ensure alignment of both agency programmes and inter-agency pooled funding with the UNDAFs.

A redesigned UNDAF is expected to serve multiple purposes: a vehicle for accountability to national institutions on the collective delivery of support to the 2030 Agenda; a partnership framework; a vehicle for channeling funding for UN-supported activities; an instrument for leveraging financing and investments in SDGs; and an enabler for the UN to be more responsive and effective by framing its strategic contributions to the SDGs, reflecting stronger integrated approaches across the 2030 Agenda and its environmental, economic and social dimensions. The new UNDAFs are to be underpinned by a robust Common Country Analysis.

The ambition of a redesigned UNDAF will be realized by delivering on the following mutually reinforcing workstreams: roll out of the independent and empowered RC system; update of the 2017 UNDAF guidance; establishing new mutual accountabilities for UNDAF results; strengthening UNDAF monitoring and evaluation; enhancing support to SDG data at country level; instituting mechanisms for UN country presence; introducing regional dimensions to UNDAFs; and developing and rolling out standard operating procedures for the redesigned UNDAFs.

Work on the new UNDAF guidance will be overseen by the UNSDG Core Group and will be completed by March 2019.

Review RC profile

RCs must be deeply knowledgeable development professionals. They require in-depth understanding of the conceptual shift that underpins the 2030 Agenda, ability to draw from the expertise and assets of the entire UN system and its partners, and collaborative leadership

capabilities to guide the UN Country Teams to address national development priorities and needs. When the country context so requires, RCs will also need to possess skills and competence to ensure operational coherence and synergies in development, humanitarian and peacebuilding action, according to the country context.

To ensure that the profile of RCs rises to the needs of the new development agenda and today's overall development landscape, the Secretary-General will work with the UNSDG to review RC profiles and ensure that designated RCs possess the necessary knowledge for the 2030 Agenda (formal SDG knowledge certification) and experience required by the country context. This is critical for RCs to operate in full alignment with national needs and priorities and leverage the mandates of the entire system to ensure coherent delivery on the 2030 Agenda. The Secretary-General will also launch an enhanced leadership development and learning package for both RCs and UNCTs. This will be done across critical areas of leadership thinking and systems mindsets, performance, advocacy and communication on sustainable development, expertise on SDGs formal process of certification, emerging issues and deeper country-specific knowledge.

Medium/longer-term: January 2019 - onwards

The following section identifies key processes and actions that will be required in 2019 to consolidate the changes introduced in late 2018 and early 2019 for a truly reinvigorated RC system.

Review RC talent attraction and selection processes

Refining the RC selection process will be key to ensure gender parity and geographic balance, as well as attracting the best and brightest development professionals to lead UNCTs and work in collaboration with governments.

The RC selection process is already among the most rigorous in the UN system. It entails UNDS entities nominating candidates to an independent assessment, entity nomination of highly-qualified candidates from those who have passed the assessment, review and recommendations through an inter-agency review, culminating in nominations by the Secretary-General.

Moving forward, the existing independent, merit-based RC assessment will be maintained, while steps will be taken to increase access to this assessment by the highest caliber of external candidates. RCs will also continue to be selected and appointed by the Secretary-General given their role of international civil servants; yet host governments will play key roles in this process, including by providing an upfront read-out of current country context and priorities, as captured in the UNDAF; and in providing consent ahead of formal designation of respective RC by the Secretary-General.

Further efforts will be made to ensure gender parity and geographic balance among RCs. Currently, we have achieved full gender parity among RCs, but women still represent only 35%

of the pool of candidates. With 42% RCs from the South, dedicated efforts will be needed to foster greater geographic balance. This will be achieved through the development of a DOCO-managed interagency leadership talent pool across the UN system, among other measures. Steps will also be taken to improve inter-agency mobility and ensure that it is adequately incentivized to strengthen the RC pipeline.

Revised Management and Accountability Framework

Adopted by the UNDG in 2008, the Management and Accountability System (MAS) of the UN Development and RC system provides the governance and accountability framework for the RC system.

The adoption of GA resolution 72/279 affects important aspects of the MAS. At the global and level, it endorses the transformation of DOCO into a standalone coordination office. At the country level, it establishes the creation of a dedicated, independent, impartial and empowered coordination function for the UN development system by separating the functions of the RC from those of the UNDP Resident Representative. These changes in the RC system mandated in the GA resolution call for a new UNSDG MAF to be developed for a reinvigorated RC system.

Work on the new MAF will operationalize the new RC system mandates by outlining roles and responsibilities for the management and oversight of the RC system, as well as the contributions and accountabilities of UNSDG member entities at the global, regional and country level.

Developing the MAF for the new RC system will involve:

1. Identifying which parts of the 2008 MAS remain valid and incorporating them into the new MAF.
2. Defining new roles, responsibilities, accountabilities and mechanisms (at the country, regional and global level) defined in the GA resolution 72/279 that need to be operationalized.
3. Defining how these will be operationalized, with clear means of implementation and timelines.
4. Establishing a monitoring and review framework to ensure effective implementation and reporting to Member States.

Work on the new MAF will be led by the UNDS Transition Team, with support from a small inter-agency team and DOCO, under direct oversight of the UNSDG Core Group and with overall guidance from the Chair of the UNSDG. This approach will ensure strong ownership by the UNSDG, as many of these will have to be adopted by the governing bodies of entities of the UNSDG. In addition to this team, a small reference group will be established with RCs, UNCT heads of agency and regional UNSDG teams to ensure that proposals for the MAF are grounded on the needs and realities faced by UN development system field leaders.

Work on the new MAF will take place during the third quarter of 2018, with the aim of submitting a preliminary framework to the UNSDG in November 2018 to come into effect in January 1st, 2019. A second round of revisions will be undertaken during the course of 2019, to consolidate the changes and new landscape.

New RC knowledge and capabilities

In ensuring that all RCs are strong development professionals fully knowledgeable of the integrated SDG framework and its implications including its normative content, a SDG Knowledge Certification programme is in the works and will become mandatory for all RCs and RC pool members starting in the second half of 2019. The completion of the certification process will become a pre-requisite to be nominated as candidate for the independent RC assessment. The center responsible for the RC assessment will also incorporate a sustainable development focus in the selection of candidates for the RC assessment. The SDG Knowledge Certification will be extended to the heads of all UNCT members, as well.

In addition, other leadership and learning initiatives to strengthen RCs' knowledge, skills and capabilities in the realm of the 2030 Agenda will be launched over the course of this year and next. This will include, for first time RCs, initiatives to advance women's leadership and instituting a cultural change in the system; a coaching programme for RC mentoring by former UN officials; and a possible global leadership programme for RCs to exchange ideas and innovations. A Learning Advisory Council on RC System Leadership Capabilities, chaired by the DOCO Director, will also be launched between November and December this year to bring together relevant UN entities such as the UN Staff College, UNITAR and others along with thought leaders beyond the UN to establish coherence and consistency across the UN development system on learning approaches and offerings, and capture cutting-edge knowledge. New RCs will also undertake familiarization visits to Regional Economic Commissions to improve understanding of the regional assets that can be used to the advantage of the UNCT.

Implications for the RC system of new regional & multi-country office arrangements *(following regional and MCO review process)*

Whilst the Secretariat proceeds with implementing the reinvigorated RC System as mandated by GA resolution 72/279, a number of important and related processes are also being undertaken, in parallel, that may have implications for the structure and functions of RCs and UNCTs at the country level.

Firstly, the resolution called for a review of the configuration, capacity, resource needs, role and development services of multi-country offices (MCOs). This review will take place between September and December 2018. The review, which will be conducted as an independent exercise and overseen by the UNDS Transition Team, and will, inter alia, provide recommendations for optimizing and re-configuring existing MCOs and their resources as well as address options for the re-configuration of UN entities' business model for multi-country coverage. The review will also assess the possibility of, and need for, new MCO arrangements in other locations beyond

the existing ones that typically involving SIDS. As the conclusions of this process become available in the first quarter of 2019, some planning assumptions reflected in this implementation plan may need to be revisited.

Secondly, whilst work continues on the initial ‘optimization phase’, the resolution also sought options, on a region-by-region basis, for longer-term reprofiling and restructuring of regional assets. This review, which will in part be guided by the need to better harness regional assets for better results at both regional and country levels, may have implications for country-level configurations, in-country relationships, lines of communication, planning and reporting instruments, business processes and much more. The regional review may also have consequences for regional and/or sub-regional architecture of the UN system. When the conclusions of this process become available, towards mid-2019 to be presented to the May 2019 ECOSOC Operational Activities Segment, some additional planning assumptions may also need to be revisited.

Thirdly, the ongoing review of the UN Department of Economic and Social Affairs (DESA) is also related to the repositioning of the UN development system, even though it is guided by a separate resolution (A/RES/70/299). The Secretary-General will provide an update to Member States on the further alignment of its work with the Agenda as requested by UNDS resolution 72/279.

Finally, it will be critical to ensure coherent outcomes in these two interlinked processes and synergies between the roles and expectations of the various UN development system entities working in support of the SDGs at the different levels.

Other related workstreams around the Funding Compact, the preparation of a System Wide Strategic Document, and much more, have some bearing on the practical dimensions of introducing a new generation of UNCTs and the reinvigorated role for the RC system. Simultaneously, reforms expected under the Management and Peace and Security reform streams may also impact on the RC system and on overall transformations of the UN development system. Therefore, some elements in this plan remain “as is”, i.e. as per current practice, pending findings of parallel processes and other elements may need to be revisited, accordingly.

Reporting and representation models

Currently, there is no systematic approach to determining UN country presence to ensure that the right mix of capacities and expertise is available to host governments and other national partners and stakeholders, to meet the country's national priorities and needs. There is also limited dedicated capacity in RCOs in support of the specific requirements of the 2030 Agenda.

The UNSDG, in line with GA resolution 72/279, will define a process and appropriate criteria to allow for UN country teams, in consultation with each concerned Member State, to define on a country-by-country basis the ideal presence and composition of UNCTs. Realizing the vision for a new generation of UNCTs will require identifying the right combination of capacities and

expertise to respond to priorities and needs and priorities in each country, as defined in respective UNDAFs and in accordance with the principles of the Charter of the UN and UN norms and standards (GA resolution 72/279, OP 3). In some cases, presence and capacities could be ensured through joint representation agreements with other UNCT members, co-location with other larger entities, as well as hosting arrangements and secondments in RCOs.

A long-term sustainable funding model for the RC system

A review of the functioning of the RC system, including its funding arrangements, is expected to be submitted for consideration of the General Assembly before the end of its 75th session. This will allow Member States to have a full and transparent assessment of the system, to ensure that the new RC system arrangements are fit to serve the requirements of the 2030 Agenda, as well as to ensure the predictability and sustainability of funding allowing the RC system. The review will be critical in ensuring that, moving forward, the RC system will be able to count on the quantity and quality of resources it requires.

The Secretariat is not in a position to anticipate these recommendations at this early stage in planning however a number of elements that require closer investigation are already clear. These relate to (a) efficiency gains and (b) a revised cost-sharing formula.

Efficiency gains

The UN development system will continue to strive towards the achievement of efficiency gains. These have been projected at around USD 310 million a year by 2022, through savings that could emerge from following-through on common business operations/common back-offices, common premises, the merger of UN Information Centres with RCOs, and the implementation of the overall provisions for a new generation of UNCTs. Efficiency gains will mostly ramp up over time and will not be available in the short term. Some of the efficiency gains will also offer only one-time savings and may entail potential costs. Potential challenges will also be faced vis-a-vis gains that are not cashable or transferable for other uses, particularly when working with earmarked funding.

The UNSDG's Business Innovations Group has initiated a multi-pronged strategy, comprising (1) consolidation of location-independent business operations into global service providers; (2) an improved Business Operations Strategy (BOS); and (3) increasing common premises, to reach the ultimate goal of consolidated back offices at the country level, pilots for which will be launched in early 2019.

The work around common business operations and common premises is aimed at more than just generating savings. It aims to promote more common cost-efficient, effective and quality services that ultimately ensure better support to those we serve. Additional considerations/metrics will also have to feature in the efficiency-equation, such as appropriateness of service and speed of delivery. Secondly, efficiency gains can be expressed both in terms of hard cost savings (i.e. by reducing duplication and headcount), as well as cost

D. Risk management

Key operational risks, and mitigating measures

Instituting the inception measures anticipated by GA resolution 72/289, carries a number of risks that need to be recognized and where possible, mitigated. Key risks include the following:

- **Financing risks** – The roll-out of this inception plan depends on a rapid buildup of the necessary funding, in advance of key deadlines. For example, the funding for the 129 RC posts needs to be available sufficiently in advance that the 129 posts can be created, cleared by ACABQ, designations by the Secretary-General and appointment letters issued in advance of 1 January 2019. The Secretary-General has personally engaged in drawing Member States' attention to this funding imperative. Key 'decision points' in the roll-out of this plan have been identified in order that all Member States are aware. Coordination within Member States will also be important to ensure that a quick resolution is found to any approach questions vis-a-vis the 1% levy administration, or the alignment of specialized agencies to the doubling of cost-sharing decision.
- **Staff anxieties/loss of talent** – the resolution requires a major restructuring of administration and finance arrangements affecting upwards of 1,000 existing staff, transfer to new institutional homes. Mitigation measures include: ensuring a stable financing base for at least the short term; clear, regular and open communications to staff; reskilling existing staff; engaging staff at all levels and in field and HQ on ideas and design of new system.
- **Disruptions to operations** – the reforms speak to the work of the UN's operational system for development, i.e. close to USD30 billion in operations. Leadership of these operations requires continuity. Mitigation measures include: clear advance planning, with critical decision dates and contingency plans, and financial stability to enable measures to be taken in advance.
- **Institutional capacity constraints** – when unpacked into their constituent parts, these reforms require a host of individual corporate decisions relating to new policies and approaches, from a revised UNDAF to administering a new levy to potential reconfiguration of regional assets (to name a few). Each of these require internal deliberations and then active participation in collective decision making, often on very short timelines. This will challenge the 'bandwidth' of even the largest members of the UNSDG. Mitigation measures include: advance planning, prioritization of issues, dedicated staffing resources for transition planning and implementation.
- **Sequencing challenges** – the reform package contains many inter-related initiatives. The MAF for UNCTs, for example, is intimately linked to the UNDAF which in turn may be linked to some of the elements contained the new System-Wide Strategic Document and/or the Funding Compact. Multiple elements of change are under review in parallel, on different time-scales posing challenges to getting the sequencing of these reforms right. Mitigation measures include a high degree of coordination and openness between all task managers within the UN development system reform but also across the other reform streams and

anticipating implications of different scenarios in one field as a consequence of changes made in another.

- **Loss of momentum** – the changes introduced by GA resolution 72/279 are fairly dramatic by most measures and involve a large cross section of organizations, thousands of staff and cooperation across all Member States, the Secretariat and beyond. Unanticipated developments, institutional inertia, competing priorities, legitimate disagreement over strategy and many other factors will emerge to challenge the pace and breadth of the reforms. A strong communication strategy, predictable funding, clear and supportive guidance to field staff and dedicated transition teams will assist in overcoming these inevitable brakes on momentum. Most important, however, will be results and impact – early wins, reaching important benchmarks on the way to something much bigger, and celebrating and communicating these way points will be critical.

E. Consultation and communication

The importance of an open, proactive and effective strategy for consultation and communication on the reinvigorated RC system cannot be over-emphasized.

The transition team is therefore setting up dedicated capacities for outreach and communications, and will work collaboratively with DPI and communication units of other UN entities to devise and implement a communication strategy articulated around four key objectives: (i) ensure full transparency for internal and external stakeholders; (ii) engage the UN system's expertise and experience; (iii) ensure that the new system meets the expectations of Member States and country-level partners; and (iv) sustain the existing momentum for transformational change.

The strategy will have two pillars: (i) comprehensive and regular consultations with Member States, the UN development system and other stakeholders; and (ii) regular, transparent and targeted communication on progress and results in establishing a reinvigorated RC system.

Comprehensive and regular consultation. A truly participatory process will be required to identify and incorporate the right expertise to enhance the RC system and to ensure a smooth transition. The open and transparent methodology adopted so far – leading up to the GA resolution 72/279 – will continue to mark the process as the implementation unfolds.

The Deputy Secretary-General will ensure continued informal engagement with Member States on behalf of the Secretary-General, to share updates and seek inputs on the implementation of a reinvigorated RC system, complementing relevant intergovernmental processes at the General Assembly and the ECOSOC.

Communicating and engaging with stakeholders beyond Governments and donors is also an integral part of the 2030 Agenda. As such, measures will be taken to ensure a wide range of development actors are consulted on and kept informed of progress in these reforms. To facilitate internal consultations, the UNSDG has created an Advisory Group to serve as a sounding board for the repositioning process. Weekly calls will continue to be held with UNSDG Sherpas, to ensure ownership at all levels. The UNSDG, more broadly, will remain a leading

force in providing input into the transition process and generating relevant guidance and policy support to UNCTs.

The transition team will also hold regular teleconferences with RCs and members of UNCTs to take stock of progress on the ground and systematically integrate their expertise and inputs. Targeted consultations will also be held with other stakeholders to gather perspectives and expertise on specific issues – such as partnerships and financing for development – and to ensure ownership and support beyond the UN.

Regular communications of progress and results. To ensure the greatest level of transparency, the UNDS Transition Team is developing a set of communication products to ensure that all stakeholders are able to connect in real time on the progress of the implementation process, results achieved and early successes. This will help to increase awareness, build excitement, foster mobilization within the system and enable a multi-stakeholder dialogue on the impact of the reinvigorated RC system.

Given that the new RC system is only one component of the overall repositioning process, communication efforts will seek to emphasize the interdependences amongst initiatives, and interlinkages with the reforms of Management and Peace and Security. The recently appointed Senior Advisor on reforms will play a key role in this regard. A website with updated information in real time on all reform streams where possible, is also being developed and will be operational in the coming weeks.

F. Conclusion and next steps

Reporting to ECOSOC and Member States

The Secretary-General is determined to strengthen accountability and transparency of the system-wide efforts of the UN development system.

At the country level, UNCTs will be expected to provide, through RCs, annual reports to host governments on UNDAF-related results.

At the global level:

- The GA resolution on the repositioning of the UN development system requests the Secretary-General to report annually to the ECOSOC Operational Activities Segment on the implementation of the reinvigorated RC system, including its funding, starting in 2019 (A/RES/72/279, OP 15). This will be done in the context of the QCPR annual monitoring and reporting. The General Assembly will receive a QCPR progress report every four years, in accordance with the QCPR cycle.
- The ECOSOC, in its Operational Activities Segment, will also receive a separate comprehensive report on the operational, administrative and financing aspects of the

activities of DOCO, as mandated in OP 17 of A/RES/72/279. The report will be presented annually by the Deputy Secretary-General, in her capacity of Chair of the UNSDG.

- As per GA resolution 72/279 (OP 16), a review with recommendations on how best to ensure the functioning and funding of the RC system will also need to be submitted before the end of the 75th session of the General Assembly, i.e. by mid-September 2021. At this opportunity, based on considerations emerging from the first three years of the reinvigorated RC system, the Secretary-General will present a set of recommendations to further adjust, recalibrate and possibly reconsider aspects in the functioning and funding of the RC system.

Combined, these reports entail a drastic change from current practice. Member States will be regularly updated both on the effectiveness and efficiency of the RC system, as well as on its impact for the delivery of shared results in the UN's efforts to support governments in achieving the SDGs and realizing the 2030 Agenda. Member States will receive a comprehensive overview not just on the functioning of the RC system, but on its actual work and results on the ground, as well as on its financial situation.

In addition to the reporting mandated by the General Assembly, the Deputy Secretary-General has been briefing and consulting closely with Member States on the way forward and will continue to do so in the months ahead. The success of this reform effort is a shared responsibility. Member States have a critical role to play in enabling the system to fully allow the transition towards a reinvigorated RC system.

Acronym	Full Name
ACABQ	Advisory Committee on Administrative and Budgetary Questions
ARC	Assessment for Results and Competencies
Common business ops	Common business operations
DPI	Department of Public Information
ECOSOC	Economic and Social Council
FAO	Food and Agricultural Organization
HQ	Headquarters
HR	Human Resources
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICT	Information and Communication Technology
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
IOM	International Organization for Migration
ITC	International Trade Centre
ITU	International Telecommunication Union
MAF	Management and Accountability Framework
MAS	Management and Accountability System of the UN Development and RC system
MCO	Multi-Country Office
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the High Commissioner for Human Rights
OICT	Office of Information and Communications Technology
OP	Operative paragraph
Para	Paragraph
PBSO	Peacebuilding Support Office
QCPR	Quadrennial Comprehensive Policy Review of Operational Activities for Development
RC	Resident Coordinator
RCO	Resident Coordinator's Office
SBAA	Standard Basic Assistance Agreement
SDGs	Sustainable Development Goals
SGB	Secretary General Bulletin
SLA	Service Level Agreement
SPTF	Special Purpose Trust Fund
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	UN Country Teams
UNDAF	United Nations Development Assistance Framework
DOCO	UN Development Operations Coordination Office
UNDP	United Nations Development Programme
UNDPA	UN Department of Political Affairs
UNDS	UN Development System
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund

UNGA	UN General Assembly
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organization
UNISDR	UN International Strategy for Disaster Reduction
UNOPS	UN Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSDG	United Nations Sustainable Development Group
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

Detailed figures on funding needs and timelines, including comparison to initial estimates shared in explanatory note on funding

Cost categories	Funding needs by date (for 2019 fiscal year)					Initial estimates shared in explanatory note on funding (22/02/2018)
	Phase 1 (Nov 1)	Phase 2 (Jan 1)	Phase 3 (Apr 1)	Phase 4 (July 1)	Total	
Isolative and operational costs						
128 RCs ^{1,2}	\$ -	\$ 43,000,000	\$ -	\$ -	\$ 43,000,000	\$ 40,000,000
128 drivers and assistants ³	\$ -	\$ 12,000,000	\$ -	\$ -	\$ 12,000,000	\$ 15,000,000
RC travel costs ⁴	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
RC staff (5) ^{5,6}	\$ -	\$ 35,000,000	\$ -	\$ 60,000,000	\$ 95,000,000	\$ 110,000,000
DOCO HQ ^{7,8}	\$ 12,000,000	\$ -	\$ 18,000,000	\$ -	\$ 30,000,000	\$ 20,000,000
DOCO Regional ^{9,10}	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
Facilities and services (30%) ¹¹	\$ 3,000,000	\$ 17,000,000	\$ 5,000,000	\$ 17,000,000	\$ 42,000,000	\$ 50,000,000
Other costs						
Start-up costs ¹²		\$ 5,000,000			\$ 5,000,000	
Complex settings RCO 'top-up' ¹³		\$ 8,000,000			\$ 8,000,000	
Coordination Fund ¹⁴			\$ 35,000,000		\$ 35,000,000	
Contingency ¹⁵				\$ 10,000,000	\$ 10,000,000	\$ 35,000,000
Total	\$ 25,000,000	\$ 130,000,000	\$ 58,000,000	\$ 87,000,000		\$ 280,000,000
Cumulative total	\$ 25,000,000	\$ 245,000,000	\$ 203,000,000	\$ 290,000,000	\$ 290,000,000	\$ 290,000,000

Footnotes

- 1 Estimates developed using 2018 UNDP air-forma costs by post, increased by 2% for inflation to derive a 2019 estimate
- 2 Assumes 128 RCs (mix of D14, D26, A5G)
- 3 Assumes 128 drivers at G4 level and 128 assistants at G7 level
- 4 RC travel costs included in facilities and services
- 5 Assumes first tranche of 2 NOCs and 2 NOB and second tranche of 1 PS and 1 H / NOB
- 6 See explanatory note on RC system (22/02/2018)
- 7 Assumes 48 posts across DOCO HQ and Regional during Phase 1 and 52 posts across DOCO HQ and Regional during Phase 3
- 8 Start-up funds to cover approx. \$40K per RCO for initial costs of office set up
- 9 Crisis country fund to cover \$200K for 25-30 RCOs in complex settings
- 10 Contingency funds to cover unexpected needs

UN Doc. A/72/600, Annex I, Table A.1 (continued)