



11 April 2022

Administrative instruction

Resident coordinator selection

The Under-Secretary-General for Management Strategy, Policy and Compliance, pursuant to section 4.2 of Secretary-General's bulletin [ST/SGB/2009/4](#), and for the purpose of implementing General Assembly resolution [72/279](#), promulgates the following:

Section 1

General provisions

1.1. The present instruction establishes the system for the selection of resident coordinators, who are the highest-ranking representatives of the United Nations development system at the country level. Resident coordinators have the responsibility to lead United Nations country teams, ensure system-wide accountability on the ground for the United Nations Sustainable Development Cooperation Framework¹ and coordinate United Nations support to countries in their implementation of the 2030 Agenda for Sustainable Development.

1.2. The Assistant Secretary-General for Development Coordination is responsible for managing the resident coordinator selection process, under the oversight of the Chair of the United Nations Sustainable Development Group, the Deputy Secretary-General.

Section 2

Scope

2.1 The present instruction shall apply to the application and assessment of candidates who express interest in entering the resident coordinator pool, as defined in section 3. It also applies to the selection and appointment of resident coordinators from the resident coordinator pool, with the exception of those resident coordinator positions with an additional senior leadership function in integrated peacekeeping and special political missions.

2.2 The recommendation, selection and appointment to resident coordinator positions with an additional senior leadership function in integrated peacekeeping and special political missions will be handled outside the scope of the present instruction in coordination with the relevant lead departments, the Department of Political and Peacebuilding Affairs and the Department of Peace Operations.

¹ Previously called the United Nations Development Assistance Framework.



2.3 The present instruction does not apply to the filling of temporarily vacant resident coordinator positions, which shall be governed by the Organization's policy on temporary appointments, with the exception of the provision in section 2.4.

2.4 Pending the selection of a new resident coordinator, when a member of the resident coordinator pool is deemed suitable for a temporarily vacant resident coordinator position, a selection decision may be made exceptionally without issuance of a temporary job opening as long as the temporary assignment is not to exceed six months.

Section 3

Resident coordinator pool

Call for applications

3.1 The Development Coordination Office issues announcements to call for applications to become a member of the resident coordinator pool. The announcements include the eligibility criteria used to review applications and the evaluation criteria to be used in the assessment of applicants. The evaluation criteria are based on the resident coordinator leadership profile competencies.²

3.2 The call for applications is normally open for a minimum of 30 days. The Assistant Secretary-General for Development Coordination may shorten the deadline when warranted by operational requirements. The call may be extended if needed to ensure recruitment on as wide a geographical basis as possible or to promote gender parity.

Applications to the resident coordinator pool

3.3 The resident coordinator pool application process is open to internal applicants from United Nations system organizations as well as external applicants. Applications must be submitted in accordance with the instructions set out in the announcement. Applicants to the pool are personally accountable for the accuracy and completeness of the information that they provide in their application. Late or incomplete applications will not be considered.

3.4 Applicants to the resident coordinator pool with disabilities will be afforded reasonable accommodation to enable their participation in the application process in accordance with the Organization's policy on employment and accessibility for staff members with disabilities in the United Nations Secretariat ([ST/SGB/2014/3](#)).

Review of applications to the resident coordinator pool

3.5 The Development Coordination Office reviews applications to the resident coordinator pool against the eligibility and evaluation criteria and submits a list of recommended applicants, along with a written record of the screening process, to the Chair of the United Nations Sustainable Development Group through the Assistant Secretary-General for Development Coordination. Applicants approved by the Chair will be invited to participate in the Resident Coordinator Assessment Centre process.

² The resident coordinator leadership profile, available on the website of the United Nations Sustainable Development Group, articulates who resident coordinators should be and how they should behave and do their work. It is based on the United Nations system leadership framework adopted by the United Nations System Chief Executives Board for Coordination in April 2017, which outlines a United Nations leadership culture aligned with the 2030 Agenda.

Resident Coordinator Assessment Centre

3.6 The Resident Coordinator Assessment Centre process is a competitive process used to assess candidates for inclusion in the resident coordinator pool. It consists of a variety of assessments that evaluate candidates against the resident coordinator leadership profile competencies. The assessments are conducted by an external assessor, based on Development Coordination Office oversight of the methodology and content, for example, interview or other test questions and methodologies. The external assessor administers the assessments and provides the results for each candidate to the Assistant Secretary-General for Development Coordination. The Assistant Secretary-General will consider and review the results and determine the candidates to be included in the pool. The Assistant Secretary-General shall prepare a reasoned and documented record of these determinations for review by the Resident Coordinator Assessment Centre Review Board.

Resident Coordinator Assessment Centre Review Board

3.7 The Resident Coordinator Assessment Centre Review Board reviews the determinations of the Assistant Secretary-General for Development Coordination to ensure that the applicable procedures have been followed and that the candidates have been assessed on the basis of the evaluation criteria. The Board is composed of staff members of United Nations Sustainable Development Group entities, who are nominated by the entities and appointed by the Chair of the Group with due regard for diversity in terms of geography, gender, and parent organization of its members.

3.8 If the Board finds that the evaluation criteria were properly applied and that the applicable procedures were followed, it will transmit its findings to the Assistant Secretary-General, who will include the successful candidates in the resident coordinator pool.

3.9 If the Board finds that the evaluation criteria were improperly applied or that the applicable procedures were not followed, it will transmit its findings and recommendations to an official designated by the Secretary-General, who will decide on the Board's findings and recommendations. Such official may request the Assistant Secretary-General to reinstate the application, assessment and/or evaluation process in accordance with the present section.

Membership in the resident coordinator pool

3.10 Membership in the resident coordinator pool does not expire. The Development Coordination Office will conduct periodic reviews to ascertain the continued interest and availability of candidates in the pool.

Section 4

Application to resident coordinator positions and selection of resident coordinators

Advertisement of resident coordinator job openings

4.1 The Development Coordination Office will advertise the job openings for specific resident coordinator positions which are vacant or expected to become vacant within one year.

4.2 The job opening will include the start date, duration of tour of duty, functions and duty station of the position, the resident coordinator leadership profile, the eligibility and evaluation criteria, including any specific language requirements, as well as desirable criteria applicable to the position.

4.3 The duration of the tour of duty of the resident coordinators shall normally be guided by the determination by the International Civil Service Commission of the

hardship level classification of the duty station to which the resident coordinator is being appointed. Changes to the duration, where warranted by operational needs, may be made by the Assistant Secretary-General for Development Coordination.

4.4 The job opening will normally be open for 15 days unless the Assistant Secretary-General approves a shortened deadline where warranted by operational requirements. The posting period of the job opening may be extended if needed to ensure recruitment on as wide a geographical basis as possible or to promote gender parity.

Application to resident coordinator job openings

4.5 Members of the resident coordinator pool must apply for a job opening for a specific resident coordinator position to be considered for selection to the position.

4.6 Applicants are personally accountable for the accuracy and completeness of the information that they provide in their application. Late or incomplete applications will not be considered.

4.7 Applying for a job opening carries an expectation to accept the offer, if selected.

Determination of eligibility

4.8 Only members of the resident coordinator pool are eligible to apply for the resident coordinator job openings. Currently serving resident coordinators are normally eligible to apply if, by the position start date, they have one year or less of service remaining in their current tour of duty.

4.9 Pursuant to staff regulation 9.2 on the mandatory age of separation:

(a) Applicants who have not previously served as resident coordinators are to be considered eligible if, upon selection, they would be able to serve, before reaching the age of 65 years, a full tour of duty, as indicated in the job opening to which they applied;

(b) Normally, applicants who are currently serving or have previously served as resident coordinators are to be considered eligible if, upon selection, they will be able to complete a minimum of three years of service before reaching the age of 65 years.

4.10 The Development Coordination Office will review the eligibility of each applicant against the established eligibility criteria of the job opening for the position.

Determination of suitability

4.11 The Development Coordination Office will review the suitability of each eligible applicant against the evaluation criteria and prepare a list of those who appear most qualified for the job opening based on a review of their documentation. For positions with functions of humanitarian coordinators (resident coordinator/humanitarian coordinator), the Development Coordination Office will consult the Office for the Coordination of Humanitarian Affairs in reviewing the applicants.

4.12 The Development Coordination Office will submit the shortlist of candidates to the Chair of the United Nations Sustainable Development Group for endorsement.

4.13 The Development Coordination Office will submit the shortlist of candidates endorsed by the Chair of the United Nations Sustainable Development Group to the assessment panel.

4.14 The assessment panel will be composed of senior staff nominated by United Nations Sustainable Development Group entities and appointed by the Assistant

Secretary-General for Development Coordination. The panel is chaired by the regional director of the Development Coordination Office for the region in which the position is located. The panel will be composed with due regard for diversity in terms of geography, gender, and parent organization of its members. The panel will include at least one woman and at least one man. Panel members will be at the same level as or higher than the position for which applicants are to be reviewed. As provided by staff regulation 1.2 (m), panel members shall disclose any professional and personal relationship with the candidate which might have an impact on their impartiality, to ensure that any potential conflict of interest can be solved in favour of the interests of the Organization. An additional Development Coordination Office staff member will participate in the panel in a non-voting ex officio capacity.

4.15 Applicants will be assessed for suitability by the assessment panel through assessment mechanisms which may include interviews and desk reviews.

4.16 The assessment panel will prepare the list of applicants suitable for selection together with a written, reasoned record of the assessment process and submit them to the Assistant Secretary-General.

Recommendation and selection of applicants

4.17 The Assistant Secretary-General for Development Coordination will submit to the Chair of the United Nations Sustainable Development Group the list of applicants who are suitable for the resident coordinator position. The list shall normally include at least one woman applicant. Justification is required if no women applicants are included. In the case of resident coordinator/humanitarian coordinator positions, the Assistant Secretary-General will undertake consultation with the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator prior to submitting the list to the Chair.

4.18 The Chair will forward the list to the Secretary-General with a recommendation for selection.

4.19 The Secretary-General will make the selection decision for the resident coordinator position.

4.20 Should the selected applicant be unable to take up the functions of the resident coordinator position, the Secretary-General may select another applicant on the list submitted by the Chair.

Section 5

Implementation of selection decision

5.1 When selected for the first time from the resident coordinator pool, applicants holding Secretariat appointments will be offered an initial resident coordinator assignment of two years; and applicants from outside the Secretariat will be offered an initial fixed-term appointment of two years in accordance with staff rule 4.13. Renewal of assignment/appointment in a resident coordinator position beyond the initial one is subject to satisfactory service.

5.2 Staff members holding a permanent, continuing or fixed-term appointment when they take up the functions of the resident coordinator position will retain their contractual status.

5.3 Staff members of the Secretariat who are selected for resident coordinator positions will retain the right to return to their parent entity at the end of their assignments as resident coordinator at the level they held with the parent entity prior to their resident coordinator service.

5.4 Staff members of a United Nations common system organization, other than the Secretariat, that is a signatory of the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations Applying the United Nations Common System of Salaries and Allowances will serve on secondment to the Secretariat for the duration of their assignments as resident coordinator. Staff members of an organization that is not a signatory of the Inter-Organization Agreement will be offered a fixed-term appointment in accordance with section 5.1.

Section 6

Reassignment of resident coordinators and selection from the resident coordinator pool by the Secretary-General in exceptional circumstances

6.1 Resident coordinators may be reassigned by the Secretary-General in accordance with staff regulation 1.2 (c) before the end of their tour of duty.

6.2 In exceptional circumstances, the Secretary-General may select a resident coordinator pool member for a resident coordinator position outside the process outlined in section 4. In such situations, resident coordinator pool members, if they hold a permanent, continuing or fixed-term appointment, may be selected only if they are already serving at the level of the relevant resident coordinator position. Furthermore, the appointment of such selected resident coordinator pool members, if they do not hold a permanent, continuing or fixed-term appointment, shall be limited to service on the specific resident coordinator position for which they were selected.

Section 7

Final provisions

The present administrative instruction shall enter into force on the date of its issuance.

(Signed) Catherine **Pollard**
Under-Secretary-General for Management Strategy,
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