



Supplementary paper to JIU/REP/2013/3

**Selection and Appointment Process of the United Nations
Resident Coordinators, including preparation, training and
support provided to their Work**

Not an official document, to read the report JIU/REP/2013/3, [click here](#)

Terms of Reference

I. Introduction

The Joint Inspection Unit included this theme in its Programme of Work for 2013 on the suggestion of UNICEF which proposed a review of Transparency in the selection and appointment of Resident Coordinators (RCs) and Humanitarian Coordinators (HCs) in the UN system. The scope of the study was subsequently expanded to assess some other relevant aspects of the effectiveness and efficiency of support to the Resident Coordinator system including the selection and appointment of RCs.

II. Background

The Resident Coordinator system encompasses all the UN system entities that carry out operational activities for development in programme countries, regardless of their physical presence in the country. It is the main mechanism for coordinating UN operations that support nationally-owned and led development plans and programmes. The RC system also helps to coordinate emergency, recovery and transition activities in programme countries. The RC system is owned by the UN development system and managed by UNDP on behalf of the system.

Resident Coordinators are senior officials who lead UN country teams and coordinate their activities. Working closely with national governments, UN country teams provide technical assistance and policy advice, build human and institutional capacity, pilot projects, and advocate for globally-agreed norms and standards. Resident Coordinators are appointed by the Secretary-General, overseen by the UN Development Group and UN Regional Directors Teams, funded and managed by UNDP, and supported by the Development Operations Coordination Office (DOCO).

Due to the complexity of the issues of ownership and operation the functioning of the Resident Coordinators system is a high profile issue in the UN organizations and is frequently on the agenda of the GA, ECOSOC, governing body of the Funds and programmes as well as of the CEB and its various networks. As a result of several actions in the framework of overview of operational activity for development by the ECOSOC or other relevant managerial structures, during the last years important initiatives have been taking place aimed at improving the operation of the RC system.

Two previous JIU reports – while focussed on the selection and appointment of senior managers (JIU/REP/2011/02) and the role of SRSGs and RCs (JIU/REP/2009/09) - also touched upon the issue of selection and appointment of RCs, highlighting challenges in the nomination and selection process, as well as the issue of the same individual performing multiple roles (RC/HC/DO).

The Report of the Secretary-General on the QCPR (A/67/93-E/2012/79, issued: 11 June 2012) and 2012 QCPR resolution (A/RES/67/226, adopted: 21 December 2012) deal extensively with various relevant aspects of the RC system including:

- Improving the way in which individuals are attracted, selected, trained, appraised and retained within the RC system;
- Ensuring the equal participation of all UN entities in the process of nominating candidates to RC posts;
- Achieving diversification in the composition of the RC system in terms of geographical distribution and gender;
- Developing an integrated strategy of training and support to RCs;
- Strengthening the capacity of RCs offices;
- Ensuring cost-effective country-level coordination based on an efficient RC office;
- Strengthening RC consultation/coordination with all development stakeholders;
- Enhancing the RCs planning and coordination function vis-à-vis UNCTs and relevant non-resident agencies;
- Ensuring stable and predictable financing for the RC system by the UN development system;

- Ensuring full implementation and monitoring of the management and accountability of the RC system, including the functional firewall;
- Strengthening the coordination role of the RC/HC in countries in transition from relief to development and ensuring that the profiles of RCs in such countries also include the qualifications of HC.

The present review seeks precisely to address some (but not all) of the aforementioned issues, particularly the selection process and support to the RC system, within the overall context of the RC system.

III. Objectives

The objective of the review is to assess the effectiveness and efficiency of the institutional support mechanisms to the Resident Coordinator system. The expected outcome would be to identify existing challenges in the support of the RC system, including transparency in the selection and appointment of RCs and propose recommendations to improve its ownership, making its operation more cost-effective, coherent and accountable.

IV. Scope

The scope of the review will be system-wide and will focus on UN system organizations and entities participating in the UN Country Teams (UNCTs). This includes both agencies represented by a Resident Representative in the UNCT as well as Non Resident Agencies (NRAs).

V. Key Issues

The review will focus on the following key issues:

1. Transparency, participation and ownership in the process of selecting and appointing Resident Coordinators (RCs).
2. Attracting and retaining a diversified pool of qualified RCs.
3. Training and support structures for Resident Coordinators.
4. Achievements and challenges of UNDOCO in serving as the Secretariat of UNDG in supporting the RC system.
5. Institutional linkages between RC, HC and DO¹ functions, competency assessment for all three functions during the selection process and training provisions to perform these roles concurrently.
6. RC's delegated authority vis-à-vis other UNCT members.

The primary sub-components of the aforementioned seven issues will be determined and elaborated upon in the inception report.

VI. Intended impacts

The review may result in recommendations aimed at enhancing coordination and improving transparency, efficiency and effectiveness of the operation of the RC system.

¹ Designated Official for Safety and Security (DO)

VII. Methodology

The methodology is expected to be a mixed method combining qualitative and quantitative approaches. The evaluation will begin with a preliminary desk review encompassing the collection and analysis of documentation on relevant aspects of support to the Resident Coordinator system via information available through public sources. The main findings of the desk review will be reflected in the inception report, which will also contain questionnaires and interview guides designed with a view to obtaining comparable data from JIU participating organizations (POs), including RCs. Information obtained via desk review and questionnaires to POs will be triangulated by interviews, in person or through VCT, with concerned stakeholders.

A possible survey may be undertaken to gather the views of RCs/HCs globally, building upon the results/findings of previous surveys of RCs conducted in recent years during the QCPR preparatory process. A decision in this regard will be taken at a more advanced stage of the review process.

Based on the findings attained through on-going desk review, questionnaire responses and interviews, a draft report will be prepared which will be subject to internal peer review to solicit comments from the JIU Inspectors. The draft report will subsequently be circulated to all entities contacted during the review process for correction of factual errors and to make substantive comments on the findings, conclusions and recommendations. The finalized report together with supplementary documents will be published on the JIU website.

While support to the RC system encompasses a wide range of topics, the present review will be restricted to a limited number of key salient issues as determined by the Inspectors based on the desk review and preliminary consultations.

VIII. Missions/Interviews

The following are locations with key interlocutors who may be interviewed either in person or via video conference:

Geneva: ILO, WHO, UNAIDS, UNHCR, OHCHR, UNOCHA

New York: UNDG/DOCO including the Working Group on RC system Issues, UNDESA, UNDP, UNFPA, UNICEF, UNWOMEN

Paris: UNESCO

Rome: FAO, WFP, IFAD

Vienna: UNIDO, UNODC (via VTC)

Additionally, the UN System Staff College (UNSSC) (which periodically organizes a workshop entitled “UN Country Team Leadership & Coordination Skills Workshop” and where newly inducted RCs are expected to participate) is envisaged as a venue for conducting focus group meeting with RCs and the trainers. Individual RCs and HCs could also be interviewed via videoconference. Two missions are also planned to UNDP regional offices to coincide with regional meetings of the UN Resident Co-ordinators/UNDP Resident Representatives in order to undertake focus group meetings with a number of experienced Resident Coordinators.

IX. Expected Output(s)

The expected output is a report containing key findings, conclusions and recommendations to be completed by the end of 2013 for consideration at the 69th session of the General Assembly.

X. Major Milestones

Phase	Steps	Timeframe
Planning and Preparation Phase	Terms of reference/Work Plan	20 Feb. 2013
	Notification letters and circulate draft TOR	14 March 2013
	Preliminary Inception Paper	2 April 2013
	Dispatch of questionnaires	5 April 2013
	Final Inception Paper + Deadline for receipt of questionnaires	26 April 2013
	Assessment of responses to questionnaires and preparation of interview guides	10 May
Data Collection & Analysis	Interviews and missions	15 May – 20 July
	Continue depth desk review including review and analysis of interview findings	30 July
Output Preparation	Preliminary outline of the draft report	1 August
	Electronic survey among the RCs	22 August-15 September
	Drafting of report	15 October
	Dispatch to Inspectors	20 October
	Inspectors Meeting	24 October
	Revision of draft	28 October
Pausing time	Dispatch for external comments	31 October
	Deadline for receipt of external comments	22 November
Finalization of report	Incorporation of external comments	1 December
	Dispatch for silent procedure of approval	4 December
	Deadline for silent procedure of approval	10 December
	Finalization of report	10 December
	Dispatch for external editing with report number	10 December

List of documents reviewed

1. Enhancing the functioning of the UN Resident Coordinator system (May 2012)
2. Review of the Management and Accountability System for the UN Development and the Resident Coordinator System, including the ‘functional firewall’ for the Resident Coordinator System. Report by Associates for International Management Services
3. Selection, appointment and competency-based management of the United Nations Resident Coordinator
4. Appointment of Designated Official ad interim (June 2008)
5. Assessment of RC Talent Management: Executive Summary (January 2009)
6. Assessment of RC Talent Management: Full report (June 2009)
7. Assessment of RC Talent-Management: Implementation-plan
8. RC Brochure
9. Basic Principles for Selecting Resident Coordinators ad interim and Acting Resident Coordinators (September 2005)
10. Humanitarian Coordinator Terms of Reference (December 2003)
11. Note of Guidance on Integrated Missions (2006)
12. A/65/394/Add.1, Role of the Special Representatives of the Secretary-General and Resident Coordinators (October 2010) (this is on JIU/REP/2009/09)
13. *ACC: Administrative Management of the RC System: Guidelines for the RC System (1998)*
14. ACC: Guidelines on the Functioning of the Resident Coordinator System (1998)
15. The Management and Accountability System of the UN Development and Resident Coordinator System including the “functional firewall” for the RC System (August 2008)
16. Competency Framework: United Nations Resident Coordinator (December 2010)
17. Guidance Note on Resident Coordinator and UN Country Team Working Relations (January 2009)
18. DP/2009/11, Report on the operationalization of the UNDP strategic plan, 2008-2011

19. E/2008/60, Functioning of the resident coordinator system, including costs and benefits
20. Explanatory Note for the 2012 RC-HC-DO and UNCT Appraisal Process (October 2012)
21. Guidance for establishing 2013 RC-HC-DO Key Planned Results
22. The HC System: The Other Pillar of Reform (October 2007)
23. IDB.34/7, United Nations system-wide coherence (April 2008)
24. Doc. on OCHA website on Humanitarian Coordinators
25. OCHA in 2007
26. Principles for Enhancing the Leadership Role of the Resident Coordinator (*already an extracts from different document*)
27. UN Operational Activities for Development and Accountability Framework of the Resident Coordinator System (March 2006)
28. RC generic job description (UNDG approved) 2009
29. UNDG Terms of Reference for the United Nations Resident Coordinator (November 2008)
30. Strengthening the Humanitarian Coordinator's System: What is our goal and how do we get there? (April 2006)
31. UN Country Coordination Fund and the role of RCs
32. UNDAC handbook (2006)
33. Documents on UNDG review on RC funding
 - a. RC funding modalities: Abstract
 - b. UNDG Review of RC system funding modalities: Consolidated feedback on the final draft report presented by MSI
 - c. UNDG Meeting Decision sheet on RC funding review
 - d. MSI scenarios for funding of the RC system
 - e. TOR: Review of existing funding modalities in support of the UN Resident Coordinator system (February 2012)
 - f. UNDG meeting: Final report (11 October 2011)
 - g. UNDG meeting: Final report (19 September 2012)

- h. UNDG meeting: Final report (3 February 2012)
34. UNDP Programming Manual: Guidelines on SRC Funds
 35. Review of the Management and Accountability System for the UN Development and the Resident Coordinator System, including the 'functional firewall' for the Resident Coordinator System (June 2011)
 36. A/RES/60/1, 2005 World Summit Outcome (October 2005)
 37. CEB/2011/3, Conclusions of the High-level Committee on Management at its twenty-first session (March 2011)
 38. CEB/2009/HLCP-XVII/CRP.2, Coherence at the Regional level: The Regional Dimension of HLCP Work (February 2009)
 39. CEB/2008/2, Second regular session of 2008 (November 2008)
 40. TOR: Enhancing the functioning of the UN Resident Coordinator system (January 2012)
 41. DP/2009/28, Annual review of the financial situation (July 2009)
 42. E/2011/86, Functioning of the resident coordinator system, including costs and benefits (April 2011)
 43. E/2009/76, Functioning of the resident coordinator system, including costs and benefits (May 2009)
 44. E/2010/53, Functioning of the resident coordinator system, including costs and benefits (April 2010)
 45. E/2011/SR.30, ECOSCO Substantive Session (September 2011)
 46. E/2011/SR.32, ECOSOC Substantive Session (September 2011)
 47. E/2011/SR.34, ECOSOC Substantive Session (September 2011)
 48. E/2013/5, Report of the Administrator of the United Nations Development Programme and of the Executive Directors of the United Nations Population Fund and the United Nations Office for Project Services (December 2012)
 49. Survey questionnaire: UN Resident Coordinators and UN Country Teams
 50. Results of survey of UN Resident Coordinators (RCs) and members of UN country teams (UNCTs) (June 2012)
 51. Resolution ECOSOC: 2011/7 Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system (July 2011)

52. UNDG Meeting: Final Report (30 November 2009)
53. RC System Management Framework: Annex
54. UNDG Factsheet (August 2009)
55. UNDP Programming Manual Guidelines on SRC Funds (June 2003)
56. A/60/1, Report of the Secretary-General on the work of the Organization (2005)
57. A/61/255, Investing in people: Report of the Secretary-General (August 2006)
58. TCPR/ QCPR documents
59. JIU reports 2011/2 and 2009/09
60. UNDG Guidelines for the selection and appointment of Resident Coordinators (November 2009)
61. Guidance note on relations between Representatives of the Secretary-General, Resident Coordinators and Humanitarian Coordinators (Note from the Secretary-General, December 2000)
62. Map: C-DHC presence in the field (1 July 2012)
63. WG-RCIS: Meeting Decision Summary (18-19 July 2012)
64. Evaluation Report on the Induction Programme for UN RC (5th – 9th December 2011)
65. RC/HC/DO Induction 2011: Lessons Learnt Paper (Draft, June 2012)
66. Standard Operating Procedures: Orientation Briefings for United Nations Resident Coordinators (RCs), Humanitarian Coordinators (HCs), Designated Officials (DOs), Draft (December 2012), (location:
67. WG-RCIS: Task Team on RC/HC/DO and UNCT Performance Appraisal System: Terms of Reference (30 December 2011)
68. Improving the Resident Coordinator/Humanitarian Coordinator/Designated Official and UN Country Team Performance Appraisal System for 2012 and beyond: Lessons Learned Paper (18 July 2012)
69. UNDG Review of Funding Modalities in Support of the Resident Coordinator System Report of the UNDG Vice-Chair and the UNDG Task Team (23 December 2012)
70. CEB/2012/HLCM/HR/22 UNDG Working Group Discussion Note on incentive mechanisms for RCs June 2012
71. WG on Interagency mobility Term of Reference
72. UN system Entities Information Package Guidance Note Final

73. TMTF Membership as of December 2012
74. TMTF Work plan December 2012
75. Talent Management Task Force ToR final, December 2011
76. RCAC Eligibility criteria final 25 October 2011
77. Management and Accountability Review, UNCT survey, AIMS, April 2010
78. Management and Accountability Review, RC survey, AIMS, April 2010
79. Cost-Sharing, RC Survey, AIMS, between 2010 and 2012
80. Cost sharing, UNCT Survey, AIMS, between 2010 and 2012
81. RCAC Candidate Information Booklet, SHL Canada, October 2012
Package\UK_CandidateInformationBooklet_Nov12.docx)
82. RCAC Preparatory Support Package, April 2011
Package\RCAC_PreparatorySupportPackage_Nov2012.pdf)
83. RCAC Career Questionnaire, SHL,
84. WG-RCSI 2013-2014 Work Plan
85. Draft- UNDG Guidance note: Handover note and End of Assignment reports for RCs
86. WG-RCSI Meeting – July 2012 Final Decision sheet
87. WG-RCSI Tracking on M and A System implementation - July 2012
88. WG-RCSI - RC and UNCT Learning and competency development implementation plan – revised June 2012
89. WG-RCSI Tracking on M and A System implementation - November 2012
90. RC/HC/DO Country specific orientation SOP – Draft December 2012
91. RC Lifelong learning Chart – WG-RCSI- December 2012
92. 2011 RC induction presentation
93. UN Coordination Practice Network – Performance Survey 2010
94. DO Handbook, Chapter 6, DSS
95. UNDG Strategic Priorities 2013-2016
96. SOPs for Delivery as One March 2013

97. UNSSC – UNCT Leadership and Coordination skills course 21-29 May 2013 – Draft agenda
98. UNSSC – Overview of UNCT Leadership and coordination skills course (2007-2012)
99. UNSSC Annual Report 2011
100. Mapping the Models: the roles and rationale of the Humanitarian Coordinator, R.Kent, February 2009
101. Strengthening the HC System: the Unfinished Agenda
102. IASC Sub-Working Group on Humanitarian Leadership and Coordination, Annual Report 2012, circulated January 2013
103. Humanitarian Coordination competencies, years 2007-2009
104. A presentation of the IASC Sub-Working Group on Humanitarian Leadership and Coordination, from IASC WG website
105. IASC HC group work plan 2009-2011
106. Report on Humanitarian Coordination Group Activities in 2011, February 2012
107. Humanitarian Coordinators Pool, Mapping exercise, October 2008
108. WG-RCSI RC induction and Orientation UNDG approved concept note – September 2011
109. 2011 RC Induction participant list
110. 2011 RC Induction Costing addendum WG-RCSI RC induction and Orientation Final November 2011
111. Independent evaluation of Delivery as One, main report, June/September 2012, study conducted in 2011-2012
112. Final Meeting Report - UNDG meeting 21 February 2013
113. Report of the UNDG Task Team on RCS Funding Modalities, December 2012
114. Transformative agenda: Update on Humanitarian Leadership (11 April 2013)
115. 2013 Consultation and Update, Sub-Working Group on Humanitarian Leadership and Coordination (14 March 2012)
116. Transformative agenda: Update on Humanitarian Leadership, Humanitarian Leadership Strengthening Unit, Briefing to the OCHA support group, EU Delegation (11 April 2013)
117. Humanitarian Leadership Strengthening, HLSU

118. Humanitarian Leadership Strengthening Unit, Coordination Response Division, (January 2013)
119. Selection and Designation of RCs/HCs and DSRG/RC/HCS
120. ODSG Background paper (11 April 2013)
121. RC Selection procedure – May 1998
122. IAAP SOPs Addendum - Updated 18 December 2012
123. IAAP SOPs - UNDG Approved 30 November 2009
124. Flow Chart for RC-HC-DO-DSRSG Selection - UNDG Approved 30 November 2009
125. Minutes of the IAAP meetings held in 2011 and 2012 (circulated among IAAP Members)
126. Matrix of posts and nominated candidates for the same IAAP meetings
127. RCAC ranking results matrix for the same period –the latest matrix covers the period 2010-2012
128. Notes of Secretary-General' meetings recording his decisions on Resident Coordinator appointments in 2012. Please note that in 2011 the decisions of the Secretary-General are recorded in the letter of the UNDG Chair to the CEB Principals
129. RC pool (list A, B, C,) for 2011, 2012 and 2013.
130. DOCO reports for 2010 and 2011 recording the status of the IAAP outcomes and tracking trends over time and any emerging policy or procedural matters. The reports are prepared for IAAP and UNDG (according to the IAAP SOP).
131. Vacancy forecasts of RC positions for 2013
132. SHL Contract Documents with UNDP

List of interviewees
April - July 2013

Entity	Professional designation
FAO	Ms. Yuriko Shoji, Director, Office of Support to Decentralization (OSD)
	Mr. Jeff Tschirley, Chief, Rehabilitation and Humanitarian Policies Unit (TCER)
	Ms H�el�ene Jasinski, Senior Human Resources Officer, Learning, Performance and Development Branch (CSPL)
	Ms. Dominique Di Biase, Senior Programme Officer, Resource Mobilization and Operations Support Service (TCSR)
	Mr. Diego Recalde, Senior Field Programme Monitoring Officer, Office of Support to Decentralization (OSD)
	Mr Yves Klompenhouwer, Senior Coordination Officer, OSD
	Ms Mariangela Bagnardi, Programme Officer, OSD
	Ms. Alison Holmes, Human Resources Officer, Office of Human Resources (OHR)
IFAD	Ms. Lakshmi Menon, Associate Vice-President, Corporate Services Department
	Mr. Shyam Khadka, Senior Portfolio Manager, Programme Management Department
	Ms. Paula Kim, Senior Operations Adviser, Corporate Services Department
ILO	Ms. Anita Amorim, Head, Donor Relations Unit, Partnerships and Field Support Department
	Mr. J�urgen Schwettmann, Director, Department of Partnerships and Field Support (PARDEV)
	Ms. Ana Teresa Romero, Deputy Director, Department of Multilateral Cooperation
	Mr. Adnan Chughtai, Chief, Budget and Finance
	Mr. Marc Fillieux, Coordinator of Resourcing Unit, Talent Management Branch, Human Resources Development Department
	Mr. Peter Rademaker, Coordinator, Donor Relations Unit, Partnerships and Field Support Department
	Ms. Raky Kane, Senior UN Officer, Emerging and Special Unit, Partnerships and Field Support Department
	Mr. Joseph Jean Marie Momo, Program Analyst, Department of Strategic Programming and Management (PROGRAM)
	Ms. Leyla Tegmo-Reddy, former RC and ILO retiree, trains ILO staff interested in RC career
Mr. Donato Kiniger-Passigli, Senior Specialist	
UN-DESA	Mr. Juwang Zhu, Chief of Staff, OUSG
	Ms. Marie Oveissi, Head, Capacity Development Office
	Ms. Jana Grace P. Ricasio, Senior Programme Officer, Capacity Development Office
	Mr. Charles Kataonga, Chief, Budget and Finance Section
	Mr. Andrew MacPherson, Economic Affairs Officer, Development Cooperation Policy Branch
UN-DFS & UN-DPKO	Ms. Donna-Marie C. Maxfield, Chief of Staff, DPKO & DFS
	Ms. Gabriella Seymour, Chief ad interim, Senior Leadership Appointment Section, DFS
	Mr. Henri Fourie, Chief, Audit Response Unit, Audit Response and Boards of Inquiry Section, Office of the Assistant Secretary-General, DFS
UN-DOCO	Ms. Deborah Landey, Director (former)
	Ms. Dena Assaf, Deputy Director
	Ms. Liliana Ramirez-Benischek, Policy Specialist, Country Support and Leadership Development Coordination
UN-DPA	Mr. Darko Mocibob, Chief of Office a.i., Office of the USG for Political Affairs
	Ms. Alexandra Pichler Fong, Officer, Policy & Mediation Division

Entity	Professional designation
UN-DPI	Mr. Jan Fischer, Chief of Centres Operations Section, Information Centres Service
UN-DSS	Ms. Mbaranga Gasarabwe, Assistant Secretary-General for Safety and Security
	Mr. John Logan, Director, Field Support Service
	Ms. Anne Marie Pinou, Policy Planning and Coordination Unit, OUSG
UN-EOSG	Ms. Suchada Kulawat, Policy Officer, Policy, Planning & Coordination Unit, OUSG
	Ms. Susanna Malcorra, Chef de Cabinet
UN- OCHA	Mr. John Kamea, Principal Officer
	Mr. John Ging, Director, Coordination and Response Division
	Ms. Claire Messina, Senior Coordinator and Chief, Humanitarian Leadership Strengthening Unit, Coordination and Response Division
	Ms. Belinda Holdsworth, Chief, Humanitarian Coordinator Support Unit, Coordination and Response Division
	Mr. Martin Gottwald, Leadership Development Coordinator, Humanitarian Leadership Strengthening Unit, Coordination and Response Division
	Mr. Jeremy King, Humanitarian Affairs Officer, Humanitarian Leadership Strengthening Unit, Coordination and Response Division
UN-OHCHR	Ms. Claudia Purpura, Humanitarian Coordination Pool Manager (former), Humanitarian Leadership Strengthening Unit, Coordination and Response Division
	Ms. Flavia Pansieri, Deputy High Commissioner for Human Rights
	Mr. Anders Kompass, Director, Field Operations and Technical Cooperation Division
	Mr. Craig Mokhiber, Chief, Development and Economic and Social Issues Branch, Research and Right to Development Division
	Mr. Mac Darrow, Chief, Millennium Development Goals Section, Research and Right to Development Division
	Ms. Francesca Marotta, Chief, Methodology, Education and Training Section, Research and Right to Development Division
	Mr. Homayoun Alizadeh, Chief, Peace Missions Support & Rapid Response Section, Field Operations and Technical Cooperation Division
	Ms. Maria Clara Martin, Chief, Americas Section, Field Operations and Technical Cooperation Division
	Mr. Nigol Vanian, Chief, Human Resources Management Section, Programme Support and Management Services
	Mr. Rio Hada, Chief, Sustainable Human Development Section, Special Procedures Branch, Human Rights Council and Special Procedures Division
	Mr. Rory Mungoven, Chief, Asia-Pacific Section, Field Operations and Technical Cooperation Division
	Mr. Pablo Espiniella, Human Rights Officer/Programme Manager, Programme Support Unit, Field Operations and Technical Cooperation Division
UN-OHRM	Ms. Fatema Ziai, Director, Learning Development and Human Resources Services Division
	Ms. Maria Hutchinson, Chief, Learning, Leadership & Organizational Development Section
	Ms. Mayra De La Garza, Human Resources Officer, Policy and Conditions of Service Section
UNAIDS	Ms. Jan Beagle, Deputy Executive Director, Management and Governance
	Mr. Jonathan Ball, Chief, Organizational Development, Human Resources Management (HRM) Department
	Ms. Erna Ribar, Human Resources Planning Officer, HRM Department
UNCTAD	Ms. Manuela Tortora Chief, Technical Cooperation Service
	Mr. Adnan Issa, Chief, Resources Management Service
	Mr. Juan Jose Martinez Badillo, Programme Officer, Resources Management Service
UNDP	Ms. Helen Clark, UNDP Administrator and UNDG Chair

Entity	Professional designation
	Ms. Cihan Sultanoğlu, Assistant Administrator and Director of the Regional Bureau for Europe and the Commonwealth of Independent States
	Mr. Heraldito Muñoz, Assistant Secretary-General and Assistant Administrator, Director of the Regional Bureau for Latin America and the Caribbean
	Mr. Jordan Ryan, Assistant Administrator and Director, Bureau for Crisis Prevention and Recovery
	Mr. Michael Liley, Director, Office of Human Resources (OHR), Bureau of Management (BM)
	Ms. Petra Lantz, Director, UNDP Representation Office in Geneva
	Ms. Lauren Canning-Luckenbach, Team Leader, Resident Coordinator Support Team, OHR, BM
	Mr. Paolo Galli, Cluster Leader, Multilateral Affairs and UN Coherence Cluster, Bureau of External Relations and Advocacy (BERA)
	Ms. Jane Crossley, Human Resources Associate, Resident Coordinator Unit, OHR, BM
	Mr. Besian Xheso, UN and Intergovernmental Affairs Officer, Multilateral Affairs and UN Coherence, BERA
UNESCO	Ms. Ana Luiza Thompson-Flores, Director, Bureau of Human Resources Management
	Mr. Jean-Yves Le Saux, Director, Division for Programme and Budget (PB), Bureau of Strategic Planning (BSP) & Deputy Director, BSP
	Ms. Christina Gossa, Chief, Recruitment and Classification Sections
	Mr. Vincent Defourny, Chargé de mission (former), Bureau of Field Coordination (BFC)
	Ms. Caroline Siebold, Specialist for UN reform and Inter-Agency coordination, BSP/Team for UN Reform
	Ms. Magdalena Landry, Field Security Coordinator, BFC/ Field Security Coordination
	Ms. Nidza Monthly, Training Officer, HRM/Training and Career Development Section
UNFPA	Ms. Linda Sherry-Cloonan, Deputy Director, Division for Human Resources
	Ms. Farah Usmani, Chief, Operational Support and Quality Assurance Branch, Programme Division
	Mr. Karen Daduryan, Regional Team Director, Eastern Europe and Central Asia Regional Office
	Ms. Suzanne Ngo-Mandong, Regional Desk Specialist, Programme Support and Regional Desks Branch, Programme Division
	Mr. Yanming Lin, Regional Desk Adviser for Asia & Pacific, Programme Support and Regional Desks Branch, Programme Division
UN-HABITAT	Mr. Alioune Badiane, Director, Project Office
	Mr. Alain Kanyinda, Coordinator, Special Programmes, Technical Advisory Branch
UNHCR	Mr. Amin Awad, Director, Division of Emergency Security and Supply
	Ms. Josefa Ojana, Deputy Director, Regional Bureau for Asia and the Pacific
	Mr. Raouf Mazou, Deputy Director, Regional Bureau for Africa
	Ms. Barbara Kalema-Musoke, Deputy Director, Department of Human Resources Management (DHRM)
	Ms. Nino Gabunia, Head of Performance Management Unit, DHRM
	Mr. Joel Nielsen, Senior Staff Development Officer, Global Learning Centre, DHRM
	Mr. Vladimir Tsurko, Senior Policy Adviser, Secretariat and Inter-Agency Service
	Ms. Christine Matthews, Senior Policy Advisor, Division of Emergency, Security and Supply
	Ms. Martha Alvarado-Watkins, Senior Administrative Associate, DHRM
	Ms. Cecilia Ryberg, Personnel Administration and Payroll Section, DHRM
	Ms. Bernadetta Marcaccini, Performance Management Officer, DHRM
UNICEF	Ms. Aruna Thanabalasingam, Deputy Director, Division of Human Resources
	Mr. Jean Dupraz (JD), Deputy Director, Division of Governance, United Nations and Multilateral Affairs (GMA)

Entity	Professional designation
	Ms. Genevieve Boutin, Chief, Humanitarian Policy Section, Office of Emergency Programmes
	Ms. Mandeep O'Brien, Senior Advisor, UN Coherence, GMA
	Ms. Nicole Deutsch, UN Coherence Specialist, Office of UN and Intergovernmental Affairs (UNIA), GMA
	Ms. Lori Issa, Coherence Specialist, UNIA, GMA
UNIDO	Mr. Imran Farooque, Chief and Deputy to the Director, Bureau for Regional Programmes
	Ms. Okusitina Bulavakarua, Unit Chief, Human Resource Planning and Development Unit
	Ms. Tally Einay, Executive Officer, Office of the Deputy to the Director General
UNITAR	Ms. Sally Fegan-Wyles, Director ad-interim, UNITAR
UNODC	Mr. Tullio Santini, Chief of Regional Section for Europe and Division of Cooperation
	Mr. Gerhard Tripp, Human Resources Officer, Recruitment and Placement Unit
UNOPS	Mr. Pierre Moreau Peron, Director, Human Resources
UNSSC	Mr. Jafar Javan, Director, UNSSC
	Mr Malcolm Goodale, Senior Manager, UN Leadership Programme
	Mr. Gonzalo Guerra, Manager, UN Coherence Team & UNCT Strategic Planning Retreat
	Mr. Sarmad Khan, Coordinator, UN Leadership Programme
	Mr. Fabrizio Bilucaglia, Course Coordinator, Peace & Security Team
UN Women	Mr. John Hendra, Deputy Executive Director, Policy and Programme Bureau
	Ms. Sonia Urriza, Chief, Human Resources Centre
	Mr. Daniel Seymour, Deputy Director, Programme Division
	Ms. Eugenia Jenny Dalalaki, Human Resources Learning Specialist
UNWTO	Mr. Jose Garcia Blanch, Director, Administration and Finance
	Ms. Monica Maria Gonzalez, Programme Manager, IPSAS Project
	Mr. Samiti Siv, Programme Officer, Institutional and Corporate Relations
WFP	Mr. David Kaatrud, Director, Emergency Preparedness Division
	Mr. Finbarr Curran, Director, Budget and Programming Division
	Mr. Thomas Yanga, Director, Interagency Partnerships Division
	Ms. Anne Callanan, Chief, Recruitment and Reassignment Branch, Human Resources Division
	Mr. Zlatan Milisic, Deputy Director of Policy, Programme and Innovation Division
	Mr. Achille Aka, Chief, Learning and Performance Branch, Human Resources Division
	Mr. Edouard Thiam, Officer-in-Charge, Recruitment and Reassignment Branch
	Mr. Gian Carlo Cirri, Senior Programme Advisor, Office of the Deputy Executive Director (DED) & Chief Operating Officer (COO)
WHO	Mr. Mohamed Abdi Jama, Assistant Director-General - General Management
	Mr. Andrew Cassels, Director of Strategy, Office of the Director General
	Mr. Richard Brennan, Director, Emergency Risk Management and Humanitarian Response Department
	Mr. David Webb, Director, Internal Oversight Services
	Mr. Deepak Thapa, Deputy Director, Internal Oversight Services
	Mr. Shambhu Acharya, Coordinator, Country Collaboration
	Mr. Peter Mertens, Coordinator, UN and other Intergovernmental Organizations affairs
	Mr. Rudi Coninx, Coordinator, Policy Practice & Evaluation Unit
	Mr. Georg Axmann, Finance Officer, Office of the Executive Director - General Management
	Ms. Ivana Milovanovic, External Relations Officer, Office of the Director General
UN Country Team members	Ms. Bijaya Rajbhandari, UNICEF Representative, Thailand
	Ms. Shurenchimeg Zokhiolt, Deputy Director, DWT/CO for Eastern Europe and Central Asia, ILO, Russia

Entity	Professional designation
	Mr. Belay Derza Gaga, FAO Representative, DPRK
	Mr. Francesco D'Ovidio, ILO Country Director, Pakistan
	Ms. Mikiko Tanaka, UNDP Country Director, Timor Leste
	Ms. Rini Reza, UNDP Governance Cluster Manager, Iraq
	Ms. Maria del Carmen Sacasa Ventura, UNDP Deputy Resident Representative, Mexico
	Mr. Peter Van Rooij, ILO Country Director, Indonesia
	Ms. Cecilia Ugaz, UNDP Deputy Resident Representative, Argentina (former)
UN Resident Coordinators	Mr. Mark Bowden, DSRSG/RC/RR/HC, Afghanistan
	Mr. Peter Grohmann, RC/RR/DO, Bahrain
	Mr. Yuri Afanasiev, RC/RR/DO, Bosnia & Herzegovina
	Mr. Anders Pedersen, RC/RR, Botswana
	Mr. Thomas Gurtner, RC/RR/HC/DO, Chad
	Mr. Antonio Molpeceres, RC/RR, Chile
	Mr. Fabrizio Hochschild, RC/RR/HC, Colombia
	Ms. Barbara Pesce-Monteiro, RC/RR/DO, Cuba
	Mr. Ghulam Isaczai, RC/RR, DPR Korea
	Mr. Robert Valent, RC/RR, El Salvador & Belize
	Mr. Leo Heileman, RC/RR/DO, Equatorial Guinea
	Ms. Christine N. Umutoni, RC/RR/HC/DO, Eritrea
	Ms. Ruby Sandhu-Rojon, RC/RR, Ghana
	Ms. Khadija Musa, RC/RR/DO, Guyana
	Ms. Sophie De Caen, RC/RR/HC, Haiti
	Ms. Constanza Farina, RC/RR/DO, Jordan
	Mr. Robert Watkins, DSC/RC/RR/HC, Lebanon
	Mr. Georg Charpentier, DSRSG/RC/RR/HC, Libya
	Ms. Marcia De Castro, RC/RR/DO, Mexico
	Mr. James Rawley, DSRSG/RC/HC, Occupied Palestinian Territories
	Mr. David McLachlan-Karr, RC/RR/HC/DO, Papua New Guinea
	Ms. Luiza Carvalho, RC/RR/HC/DO, Philippines
	Ms. Bintou Djibo, RC/RR, Senegal
	Mr. Toby Lanzer, DSRSG/RC/RR/HC, South Sudan
	Mr. Subinay Nandy, RC/RR/HC, Sri Lanka
	Mr. Ali Al-Za'tar, RC/RR/HC/DO, Sudan
Mr. Kamal Malhotra, RC/RR/DO, Turkey	
Mr. Ismail Ould Cheikh Ahmed, RC/RR/HC/DO, Yemen	
Mr. Alain Noudehou, RC/RR/HC/do, Zimbabwe	
Regional Humanitarian Coordinators	Mr. Radhouane Nouicer, Regional HC, Syria
	Mr. Robert Piper, Regional HC, Sahel
Former RC/HC	Mr. Alan Doss, Senior Political Advisor, Kofi Annan Foundation
	Mr. Hans Christof Graf von Sponeck, HC, Iraq (retired)

JIU Survey of United Nations Resident Coordinators

1. Which functions do you currently hold?		
Answer Options	Response Percent	Response Count
RC/RR (UN Resident Coordinator / UNDP Resident Representative)	13.3%	11
RC/RR/DO (UN Resident Coordinator / UNDP Resident Representative / UN Designated Official for Security)	60.2%	50
RC/RR/DO/HC (UN Resident Coordinator / UNDP Resident Representative / UN Designated Official for Security / UN Humanitarian Coordinator)	21.7%	18
RC/RR/DO/DSRSG (UN Resident Coordinator / UNDP Resident Representative / UN Designated Official for Security / Deputy Special Representative of the Secretary General)	2.4%	2
RC/RR/DO/HC/DSRSG (UN Resident Coordinator / UNDP	2.4%	2

Resident Representative / UN Designated Official for Security / UN Humanitarian Coordinator / Deputy Special Representative of the Secretary General)		
	<i>answered question</i>	83
	<i>skipped question</i>	0

2. Please identify your gender		
Answer Options	Response Percent	Response Count
Male	59.0%	49
Female	41.0%	34
	<i>answered question</i>	83
	<i>skipped question</i>	0

3. How would you categorize your country of origin?		
Answer Options	Response Percent	Response Count
Developed Country (North)	48.2%	40
Developing Country (South)	51.8%	43
	<i>answered question</i>	83
	<i>skipped question</i>	0

4. In which category of development would you classify the country in which you are currently serving as Resident Coordinator (RC)?		
Answer Options	Response Percent	Response Count
Least Developed Country (LDC)	33.7%	28
Developing Country (non LDC)	13.3%	11
Middle Income Country	53.0%	44
<i>answered question</i>		83
<i>skipped question</i>		0

5. Please identify the region in which you are currently serving as Resident Coordinator (RC)		
Answer Options	Response Percent	Response Count
Africa	31.3%	26
Arab States	12.0%	10
Asia & the Pacific	20.5%	17
Europe & the Commonwealth of Independent States	18.1%	15
Latin American and the Caribbean	18.1%	15
<i>answered question</i>		83
<i>skipped question</i>		0

6. Which agency/entity put forward your candidacy i.e. which agency/entity were you working for prior to becoming RC?		
Answer Options	Response Percent	Response Count
FAO	1.2%	1
IAEA	0.0%	0

ICAO	0.0%	0
IFAD	0.0%	0
ILO	0.0%	0
IMO	0.0%	0
ITU	0.0%	0
Other (UN entity - not listed)	1.2%	1
UNAIDS	1.2%	1
UNCTAD	0.0%	0
UNDP	65.1%	54
UNEP	1.2%	1
UNESCO	2.4%	2
UNFPA	0.0%	0
UN-Habitat	0.0%	0
UNHCR	0.0%	0
UNICEF	3.6%	3
UNIDO	0.0%	0
UNODC	0.0%	0
UNOPS	1.2%	1
UNRWA	0.0%	0
UN Secretariat - DPA	0.0%	0
UN Secretariat - DPKO	1.2%	1
UN Secretariat - OCHA	8.4%	7
UN Secretariat - OHCHR	2.4%	2
UN Secretariat - Other	0.0%	0
UN Women	2.4%	2
UNWTO	0.0%	0
UPU	0.0%	0
WFP	6.0%	5
WHO	0.0%	0
WIPO	0.0%	0
WMO	0.0%	0
External (non-UN) entity (please specify)	2.4%	2
<i>answered question</i>		83

skipped question 0

7. How many Resident Coordinator (RC) assignments have you held to date?

Answer Options	Response Percent	Response Count
One	57.8%	48
Two	26.5%	22
Three	13.3%	11
Four or more	2.4%	2
<i>answered question</i>		83
<i>skipped question</i>		0

8. How many years have you served as Resident Coordinator (RC)?

Answer Options	Response Percent	Response Count
<1	19.3%	16
1 to <3	24.1%	20
3 to <5	24.1%	20
5 to <7	13.3%	11
7 to <10	13.3%	11
10+	6.0%	5
<i>answered question</i>		83
<i>skipped question</i>		0

9. In which year did you participate in the Resident Coordinator Assessment Center (RCAC)?

Answer Options	Response Percent	Response Count
Prior to 2000	5.0%	4

2000	3.8%	3
2001	3.8%	3
2002	7.5%	6
2003	8.8%	7
2004	6.3%	5
2005	1.3%	1
2006	5.0%	4
2007	17.5%	14
2008	6.3%	5
2009	15.0%	12
2010	11.3%	9
2011	6.3%	5
2012	2.5%	2
2013	0.0%	0
<i>answered question</i>		80
<i>skipped question</i>		3

10. Did you approach your organization to sponsor you for the Resident Coordinator Assessment Center (RCAC) or were you proactively approached by your organization or another entity to apply?

Answer Options	Response Percent	Response Count
Approached my organization	36.3%	29
Organization approached me	58.8%	47
Approached by another entity (please specify the name of the entity that approached you)	5.0%	4
<i>answered question</i>		80
<i>skipped question</i>		3

11. How was your participation in the Resident Coordinator Assessment Center (RCAC) financed?		
Answer Options	Response Percent	Response Count
Paid for by organization	97.5%	78
Self-financed	2.5%	2
Cost was shared between my organization and myself	0.0%	0
<i>answered question</i>		80
<i>skipped question</i>		3

12. Did you receive any support/assistance from your organization in preparing for the RCAC (training/coaching/mentoring)?		
Answer Options	Response Percent	Response Count
Yes	13.8%	11
No	86.3%	69
(If you answered yes, please detail the type of preparatory support received)		11
<i>answered question</i>		80
<i>skipped question</i>		3

13. Please rate the following statements based on your own experience in the Resident Coordinator Assessment Centre (RCAC) (managed by SHL) and in preparing for it:							
Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ No opinion	Not applicable	Response Count
I found the RCAC process to be fair and objective	40	37	1	0	0	2	80
The information received from SHL	13	50	8	0	1	8	80

prior to the Assessment was useful in adequately preparing for the RCAC The preparatory support received from my organization was sufficient to ensure that I was adequately prepared for the RCAC	7	8	23	11	3	28	80
The RCAC was professionally run and managed	41	37	0	0	0	2	80
The candidates were treated equally and fairly in the RCAC	41	32	2	0	3	2	80
The competencies tested in the RCAC are relevant to the day to day work I currently perform as RC	25	48	4	1	0	2	80
The competencies necessary to perform the role of Humanitarian Coordinator were adequately tested during the RCAC	16	43	10	2	1	8	80
The competencies necessary to perform the role of Designated Official (DO) for Security were adequately tested during the RCAC	6	29	31	5	4	5	80
The RCAC process is organization-neutral (i.e. no benefits can be derived from originating	26	38	11	2	1	2	80

from a particular organization) The RCAC process is culturally neutral (i.e. no benefits can be derived from originating from a particular cultural, ethnic, national, religious or linguistic group)	19	37	15	6	1	2	80	
I was satisfied with the feedback received from the assessment and there was sufficient scope to provide my comments on aspects on which I disagreed	29	43	5	1	0	2	80	
I would not make major changes to the RCAC - it works well the way it is structured	13	39	18	1	6	3	80	
							<i>answered question</i>	80
							<i>skipped question</i>	3

14. Please comment on any aspects of the RCAC that you would like to bring to the attention of the JIU including any competencies that you feel should receive greater attention in any future revision of the RCAC?

Answer Options	Response Count
	48
<i>answered question</i>	48
<i>skipped question</i>	35

15. Did you formally apply for your present RC Post?		
Answer Options	Response Percent	Response Count
Yes	88.8%	71
No	11.3%	9
(If you answered No, please elaborate as to how you came about to attain your present RC post if you had not initially applied for it)		10
<i>answered question</i>		80
<i>skipped question</i>		3

16. How many RC posts have you have applied to altogether (including your present posting) (this includes both applications for posts for which you were successful as well as unsuccessful)?		
Answer Options	Response Percent	Response Count
1	12.5%	10
2	22.5%	18
3	31.3%	25
4	12.5%	10
5	8.8%	7
6	7.5%	6
7	1.3%	1
8	1.3%	1
9	0.0%	0
10 or more	2.5%	2
<i>answered question</i>		80
<i>skipped question</i>		3

17. How long were you in the RC pool i.e. specify the period of time between when you were informed that you had passed the RCAC (and placed in the RC pool) and the date when you took up your first RC job?

Answer Options	Response Percent	Response Count
<0.5 years	10.0%	8
0.5 to <1 year	25.0%	20
1 to <2 years	21.3%	17
2 to <3 years	15.0%	12
3 to < 5 years	15.0%	12
5 years or more	10.0%	8
Not Applicable	3.8%	3
<i>answered question</i>		80
<i>skipped question</i>		3

18. Please rate the following statements based on your experience with the selection process (where a question is not applicable to you, for example, on the two questions pertaining to candidates from Specialized Agencies and non-UN entities, please select "Not Applicable"):

Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ No opinion	Not applicable	Response Count
I found the RC selection and appointment process to be fair and objective	11	38	17	5	9	0	80
I am satisfied with the RC online website where RC positions are advertised	10	51	10	2	7	0	80
I am satisfied that my sponsoring organization gave fair consideration to my application(s) for RC positions	25	43	8	2	2	0	80
I was regularly updated on the status of my application throughout the RC selection process - either by my	12	28	28	10	0	2	80

sponsoring organization or another relevant entity/actor involved in the RC selection process (ANSWER THIS QUESTION ONLY IF YOU WERE A CANDIDATE FROM A SPECIALIZED AGENCY) As a candidate from a Specialized Agency, I DID NOT FEEL DISADVANTAGED in the selection process compared to candidates from UN Funds and Programmes (ANSWER THIS QUESTION ONLY IF YOU WERE A CANDIDATE FROM AN EXTERNAL I.E. NON-UN ENTITY) As a candidate from an external (non-UN) entity, I DID NOT FEEL DISADVANTAGED in the selection process compared to candidates from UN system entities	1	10	5	0	0	64	80
I was satisfied with the feedback received from the RC selection process with regards to why I was accepted or	2	4	1	1	0	72	80
	8	34	19	12	3	4	80

rejected for a specific post I WOULD NOT make major changes to the RC selection process - it works well the way it is structured	5	34	25	10	4	2	80	
							<i>answered question</i>	80
							<i>skipped question</i>	3

19. In addition to the RCAC, the internal vetting by your parent organization to determine your suitability for specific RC positions, and the review by the UN Development Group's (UNDG's) Inter-Agency Advisory Panel (IAAP) to advise the UNDG Chair on the most suitable candidates for RC positions, would you be in favour of RC candidates being interviewed during the selection process?

Answer Options	Response Percent	Response Count	
Yes	43.8%	35	
No	36.3%	29	
Don't know / no opinion	20.0%	16	
		<i>answered question</i>	80
		<i>skipped question</i>	3

20. If you answered YES to Question 19, please specify:

Answer Options	Yes	No	Don't know/ No opinion	Response Count
RC Pool candidates should be interviewed by the Inter Agency Advisory Panel (IAAP) or its designated sub-group once nominated by their agency for a	15	15	5	35

particular RC Post RC Pool candidates should be interviewed by a designated panel of the UN Development Group (UNDG) Chair once short-listed by the Inter Agency Advisory Panel (IAAP)	22	8	5	35
RC Pool candidates should be interviewed by a designated representative of the UN Secretary-General once short-listed by the Inter Agency Advisory Panel (IAAP) and presented by the UN Development Group (UNDG) Chair to the UN Secretary-General	17	15	3	35
				answered question
				35
				skipped question
				48

21. Please comment on any aspects of the RC selection process that you would like to bring to the attention of the JIU:

Answer Options	Response Count
	48
<i>answered question</i>	48
<i>skipped question</i>	35

22. Please rate the following statements based on your own experience as RC as well as your understanding and impressions of the RC System:

Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ No opinion	Response Count
The RC post is an attractive one that senior and/or mid-level professionals would aspire to	29	40	6	2	1	78
Agencies are putting forward their best and brightest candidates to serve as RCs	2	27	29	5	15	78
The attractiveness of the RC job function, namely the importance of the RC post at the country level, outweighs the challenges of limited institutional support that an RC may receive in practice	13	32	29	4	0	78
The RC office is adequately staffed and resourced	2	3	29	44	0	78
<i>answered question</i>						78
<i>skipped question</i>						5

23. Kindly rank the following issues from 1 (higher priority) to 4 (lower priority) as regards their relevance to you for increasing the attractiveness of the RC Post:

Answer Options	1 (higher priority)	2	3	4 (lower priority)	Rating Average	Response Count
Retention of grade upon return to parent agency	13	12	18	35	2.96	78
Increasing inter-agency mobility	7	20	32	19	2.81	78

Better implementation of Management and Accountability (M&A) system	23	20	22	13	2.32	78
Increasing predictability of a career path for RCs	35	26	6	11	1.91	78
<i>answered question</i>						78
<i>skipped question</i>						5

24. Please comment on any factors impacting upon the ability to attract and retain RCs:

Answer Options	Response Count
	45
<i>answered question</i>	45
<i>skipped question</i>	38

25. Based on your experience (where applicable), please rate the relevance of the following training courses/sessions/information packages to the work that you perform as RC:

Answer Options	Highly relevant	Relevant	Irrelevant	Highly irrelevant	Don't know/ No opinion	I have not taken this training	Response Count
UN Country Team (UNCT) Leadership and Coordination Skills course	27	25	0	3	2	21	78
Agency specific information package (available on RC Online)	3	33	13	0	14	15	78
Resident Coordinator (RC) Induction Programme	28	44	1	3	0	2	78
Dedicated training by	29	22	1	1	0	25	78

the UN Office for the Coordination of Humanitarian Affairs (UN-OCHA) for Humanitarian Coordinators (HCs) Dedicated training by the UN Department for Safety and Security (UNDSS) for Designated Officials (DOs) for Security	31	31	2	1	1	12	78
Country specific orientation	16	28	5	1	5	23	78
<i>answered question</i>							78
<i>skipped question</i>							5

26. Please comment on the adequacy, strengths and weaknesses of the training courses/sessions and information packages presently available to RCs, including any major training needs of RCs that are not currently being addressed.

Answer Options	Response Count
	45
<i>answered question</i>	45
<i>skipped question</i>	38

27. In your opinion, would mandatory mentoring for first-time RCs be useful?

Answer Options	Response Percent	Response Count
Yes	70.5%	55
No	12.8%	10

Don't know / No opinion	16.7%	13
<i>answered question</i>		78
<i>skipped question</i>		5

28. Would you be willing to volunteer to mentor first-time RCs?		
Answer Options	Response Percent	Response Count
Yes	85.9%	67
No	6.4%	5
Don't know / No opinion	7.7%	6
<i>answered question</i>		78
<i>skipped question</i>		5

29. Please rate the following based on your own individual experience/interaction with the Regional UNDG Teams and the UN Development Operations Coordination Office (UNDOCO) in your capacity as Resident Coordinator (RC)						
Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ No opinion	Response Count
As RC, I regularly refer to my Regional UNDG Team when I need support or have a question on RC system issues	3	18	33	18	6	78
As RC, I am satisfied with the Regional UNDG Team on the provision of quality support and advice on UNDAFs	3	28	26	9	12	78
As RC, I am satisfied with the Regional	2	19	33	12	12	78

UNDG Team on the provision of technical and operational support services							
As RC, I am satisfied with the Regional UNDG Team on the performance management of RCs and UNCTs	4	29	21	12	12	78	
As RC, I am satisfied with the Regional UNDG Team as regards the provision of troubleshooting support	4	17	23	12	22	78	
As RC, I regularly refer to UNDOCO when I have questions on RC system issues when my Regional UNDG Team has not responded to my concerns	8	31	23	7	9	78	
Information and other guidance materials developed by UNDG and received from UNDOCO are relevant to my work as RC	11	47	10	5	5	78	
As RC, I am satisfied with DOCO's responsiveness to provide information and other guidance materials developed by UNDG	9	41	14	6	8	78	
As RC, I am satisfied with the advice and technical support	12	29	17	10	10	78	

received from DOCO (this may include - but is not limited to - issues relating to programme effectiveness, UNDAF development and enhancement, support in crisis and transition context etc.) As RC, I am satisfied with DOCO's support of knowledge management (ex. contributing to sharing lessons learned and good practices through UNDG tools)	9	29	16	10	14	78
<i>answered question</i>						78
<i>skipped question</i>						5

30. Please comment on the areas of support provided by UNDOCO to the RC system that you consider to be the most useful as well as areas where support by UNDOCO could be further improved.

Answer Options	Response Count
	39
<i>answered question</i>	39
<i>skipped question</i>	44

31. Please rate the following statements based on the training and support that you have received on humanitarian coordination and safety and security issues

Answer Options	Strongly agree	Agree	Disagree	Strongly Disagree	Don't know/ No opinion	No training / support received	Response Count
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Training I have received as RC on humanitarian coordination issues is adequate to perform the Humanitarian Coordinator (HC) function at the expected level and/or to deal with humanitarian challenges	7	29	14	4	6	18	78
Training I have received as RC on safety and security issues is adequate to perform the role of Designated Official (DO) for Security at the expected level	9	49	12	1	0	7	78
As RC, I am adequately supported by humanitarian entities to perform the Humanitarian Coordinator (HC) function at the expected level	14	34	7	4	10	9	78
As RC, I am adequately supported by the UN Department of Safety and Security (UNDSS) and its security advisers to perform the Designated Official (DO) for Security function at the expected level	20	38	9	9	1	1	78
<i>answered question</i>							78

32. Please comments on factors impacting upon your ability to serve as Designated Official (DO) for Security and as Humanitarian Coordinator (HC) (if applicable):

Answer Options	Response Count
	30
<i>answered question</i>	30
<i>skipped question</i>	53

33. Please rate the following statements based on your individual experience as RC:

Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ No opinion	Response Count
The functional firewall (as outlined in the Management and Accountability system) is effective in my duty station	18	41	10	4	4	77
As RC, I have a sufficient level of delegated authority over UNCT members	2	12	36	25	2	77
As RC, I am regularly asked to provide inputs into the performance appraisals of the UN organizations' representatives in the country with regards to their work performed as agreed upon in UNCTs	2	5	31	31	8	77
As RC, I am satisfied	12	50	12	2	1	77

with the cooperation I receive from UNCT members	
	<i>answered question</i> 77
	<i>skipped question</i> 6

34. What percentage (%) of the organizations in the UNCT requested you to provide inputs into the performance appraisal of their country representatives?

Answer Options	Response Percent	Response Count
0%	44.2%	34
1% to < 10%	36.4%	28
10% to < 25%	11.7%	9
25% to <50%	5.2%	4
50% to <75%	2.6%	2
75% to 100%	0.0%	0
	<i>answered question</i>	77
	<i>skipped question</i>	6

35. Has the appointment of the UNDP Country Director (CD) or UNDP Deputy Resident Representative (DRR) in your duty station contributed to improving your level of acceptance by UNCT members as a genuinely representative of the entire UN Country Team (UNCT)?

Answer Options	Response Percent	Response Count
Yes	59.7%	46
No	19.5%	15
Don't know / No opinion	14.3%	11
No UNDP-CD or UNDP-DRR exists in my duty station	6.5%	5
	<i>answered question</i>	77
	<i>skipped question</i>	6

36. Please comment on any issues you wish to bring to the attention of the JIU team as regards the practical operation of the “firewall” and the delegated authority of the RC vis-à-vis other UNCT members

Answer Options	Response Count
	43
<i>answered question</i>	43
<i>skipped question</i>	40

37. As the UN Resident Coordinator, I feel I have the necessary skills to mobilize resources for the UNCT.

Answer Options	Response Percent	Response Count
Strongly agree	27.3%	21
Agree	59.7%	46
Disagree	11.7%	9
Strongly disagree	1.3%	1
No opinion	0.0%	0
Additional comment (optional)		17
	<i>answered question</i>	77
	<i>skipped question</i>	6

38. When performing my duties in practice, the fact that I am the UNDP Resident Representative at the same time as the UN Resident Coordinator, does NOT conflict with my resource mobilization efforts for the UNCT.

Answer Options	Response Percent	Response Count
Strongly agree	39.0%	30
Agree	41.6%	32
Disagree	14.3%	11

Strongly disagree	3.9%	3
No opinion	1.3%	1
Additional comment (optional)		13
<i>answered question</i>		77
<i>skipped question</i>		6

39. As the UN Resident Coordinator, I feel entrusted by the UNCT to undertake resource mobilization on their behalf.

Answer Options	Response Percent	Response Count
Strongly agree	14.3%	11
Agree	62.3%	48
Disagree	15.6%	12
Strongly disagree	3.9%	3
No opinion	3.9%	3
Additional comment (optional)		15
<i>answered question</i>		77
<i>skipped question</i>		6

40. As the UN Resident Coordinator, I do NOT need special training for resource mobilization in order to fulfil my duties.

Answer Options	Response Percent	Response Count
Strongly agree	7.8%	6
Agree	40.3%	31
Disagree	35.1%	27
Strongly disagree	11.7%	9
No opinion	5.2%	4
Additional comment (optional)		11
<i>answered question</i>		77
<i>skipped question</i>		6

41. What are the significant impediments and challenges that you face with regard to resource mobilization efforts for the UNCT?	
Answer Options	Response Count
	57
<i>answered question</i>	57
<i>skipped question</i>	26

42. How can the aforementioned impediments and challenges (as regards resource mobilization efforts) be addressed in your view?	
Answer Options	Response Count
	54
<i>answered question</i>	54
<i>skipped question</i>	29