

## **ANNEX IIIX**

# **GUIDELINES FOR THE SELECTION AND APPOINTMENT OF RESIDENT COORDINATORS**

**UNDG Approved – 30 November 2009**

## **Introduction**

The United Nations Development Group (UNDG) has identified Resident Coordinator talent management as a priority work area. This is in line with the Triennial Comprehensive Policy Review (2007) which called upon, “the Secretary-General to improve the transparency and competitiveness of the recruitment processes for senior high-level posts in the United Nations development system in order to find the best candidates both inside and outside the United Nations System.” It is in this context that this document provides information on the selection and appointment process for the Resident Coordinator (RC). The Resident Coordinator position is normally combined with the Resident Representative (RR) and is in most cases also the Designated Official (DO). Depending on the specific country context, the RC may also serve as the Humanitarian Coordinator (HC). In those countries with peacekeeping and/or political missions, the RC is also normally the Executive Representative of the Secretary-General (ERSG) or the Deputy Special Coordinator (DSC) or the Deputy Special Representative of the Secretary-General (DSRSG).<sup>1</sup>

For ease of reference, the document refers to the generic RC function with the understanding that it may be combined with other responsibilities, as outlined above. For more information, see the RC Job Description at [www.undg.org/ronline](http://www.undg.org/ronline) (not yet launched).

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<sup>1</sup> These functions are defined as follows: 1. the HC is designated by the Emergency Relief Coordinator (ERC) in consultation with the IASC and is accountable to the ERC; 2. the DO is a designate function under the Department of Security and Safety and applies to the overall management of security in the country; and 3. the ERSG, DSC or DSRSG functions exist in the integrated mission context and report to the Special Representative of the Secretary-General.



## **Purpose and scope of this note**

This document provides information on the overall selection and appointment for RC vacancies and other combined functions, including those of the RR, DO, HC and the ERSG, DSC or DSRSG. It is organized in 6 parts including:

1. Overview of the RC post and eligibility requirements;
2. Assessment for suitability to be an RC;
3. The RC pool mechanism;
4. The ERSG/DSC/DSRSG pool mechanism;
5. Application, selection and appointment process for RC vacancies;
6. Application, selection and appointment process for ERSG, DSC or DSRSG/RC/RR/HC vacancies.

This document supersedes all previously issued guidance notes on the RC selection and appointment including the Inter Agency Advisory Panel (IAAP) notes on the Selection, Appointment and competency-based management of the United Nations Resident Coordinator (1998 and 2000)<sup>2</sup>. All IAAP standard operating procedures contained in this document will come into effect upon its endorsement by the UNDG.

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<sup>2</sup> The IAAP is an interagency panel that nominates, reviews and recommends candidates for RC/DO, RC/HC/DO and DSRSG/RC/HC posts.

## Principles guiding the RC selection and appointment

The RC application, selection and appointment process is guided by the following overarching principles,

- Nominations for RC positions that reflect "the best and brightest" candidates.
- The selection process promotes transparency, participation and ownership by the UN System.
- Representation: to ensure that candidates being considered for RC positions reflect diversity in accordance with the following broad criteria,
  - North –South balance: the composition of candidates is reflective of the principle of equitable geographical distribution, in accordance with Article 101, paragraph 3, of the Charter of the United Nations.
  - Gender balance: every effort is made to achieve a 50/50 gender distribution, in line with A/RES/61/244: XI.<sup>3</sup>
  - Representative of the UN system: efforts are made to ensure a broad representation of candidates from across the UN system, including candidates from Specialized Agencies, Non Resident Agencies and the UN Secretariat.
  - Broadening the RC selection and appointment to external candidates from outside the UN System
- Confidentiality of IAAP discussions on individual candidates.
- Efficiency in both the selection and clearance process, including the ad-hoc selections, which fall outside the annual cycle.

Keeping these principles in view, the overall goal of the IAAP is to nominate the most suitable candidates for RC positions.

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<sup>3</sup> See A/RES/61/244: XI Gender representation; 1. Reaffirms the goal of 50/50 gender distribution in all categories of posts within the United Nations system, especially at the senior and policymaking levels, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter, and regrets that progress towards attaining this goal has been slow.

## Part 1: Eligibility for the Resident Coordinator position



### What is it?

The RC serves as a representative of the Secretary-General and is usually the most senior level UN official in the country. The RC is responsible for leading and strategically positioning the United Nations Country Team (UNCT) in support of common goals for development and maximizing the impact of the UN in responding to national priorities, strategies and programmes. Normally, the RC is also the UNDP Resident Representative (RR), in accordance with the established legislation of the General Assembly. S/he remains accountable for UNDP business in accordance with the Management and Accountability System,<sup>4</sup> endorsed by the undg in August 2008. In most cases the RC is also the Designated Official (DO), responsible for security management of UN staff and their dependents in the country. Depending on the specific country context, the RC may also serve as the Humanitarian Coordinator (HC). In those countries with peacekeeping and/or political missions, the RC is also normally the Executive Representative of the Secretary-General (ERSG) or the Deputy Special Coordinator (DSC) or the Deputy Special Representative of the Secretary-General (DSRSG).

The number of responsibilities that are combined with the RC function depends on the country context and reflects an increasing level of complexity. The RC post thus requires a level of skills and experience that match the country specific post profile. In certain cases, *previous RC experience* may be required and is reflected in the post profile. A simplified typology of the possible combination of functions (RC/RR/DO; RC/RR/HC/DO; ERSG, DSC, DSRSG combined with the RC/RR/HC roles) and the corresponding country context is provided in the table below:

Function	Country context
1. RC/RR/DO	Development challenges and/or political challenges with potential including humanitarian, human rights and disaster risk dimensions.
2. RC/ RR/HC/DO	Complex development challenges, strong political undertones with complexity and humanitarian and human rights dimensions in crisis/ post crisis context.
3. ERSG, DSC or DSRSG combined with the RC/ RR/HC <sup>5</sup>	Highly complex crisis situation with challenging political, developmental, human rights and humanitarian dimensions, within an integrated peacekeeping mission structure.

<sup>4</sup> See the Management and Accountability Framework at: <http://www.undg.org/index.cfm?fuseaction=SearchResults>.

<sup>5</sup> The DO function is typically not applied in the case of UN integrated missions where other arrangements are in place for security management.



## **Who is eligible?**

The RC position is open to:

1. Senior UN staff from the Funds, Programmes, Specialized Agencies and the UN Secretariat (P5 and above).
2. External candidates with relevant experience from recognized international and regional organizations, intergovernmental organizations, nongovernmental organizations and academic institutions

## **Breakdown of the Post Profile Typology and Required Qualifications**

### **RC/ RR/DO posts**

Interested individuals should normally meet the minimum qualifications and experience indicated below:

**Education:** a Master's Degree or equivalent in International Relations, Political Sciences, Economics, Social and/or other Sciences, Human Rights, Humanitarian Law or related fields.

**Experience:** At least 15 years of substantive experience and results at the international level, including five years of cumulative experience in development or humanitarian work, at country level. Relevant experience includes the development of strategies affecting the provision of advisory services; inter-organisation and international cooperation; negotiation of partnerships; mobilisation of resources; and management and leadership of programmes in development-related areas, working with national, regional and international Entities. Excellent knowledge of the UN System/Resident Coordinator System and basic knowledge of international norms and standards.

**Competencies:** The RC function is anchored in a set of core competencies that are defined by an inventory of behaviors, skills and knowledge, expected of the RC. Conformity with and observance of the requirements outlined in the RC competency framework is a prerequisite for the RC post – see the RC Job Description at [\[provide web link\]](#).

**Languages:** Fluency in English and/or French with a working knowledge of the other, knowledge of other official UN languages desirable (depending on the region of assignment).



### **RC/RR/HC/DO posts**

The RC may also be designated as the Humanitarian Coordinator by the Emergency Relief Coordinator (ERC). The ERC will consult with the Inter Agency Standing Committee (IASC) when making such a designation. In addition to the requirements for the RC function noted above, such candidates should have the following,

**Experience:** humanitarian experience, including progressively responsible professional experience in the coordination and management of humanitarian affairs; field experience, including at least 5 years in the management and coordination of multi-sectoral humanitarian assistance operations, preferably in a multilateral context; extensive knowledge of the humanitarian system, humanitarian principles, standards and mandates relevant to the United Nations, the Red Cross/Red Crescent Movement, IOM and humanitarian NGOs; knowledge of international law, in particular International Humanitarian Law, International Refugee Law, International Human Rights Law, and its application to humanitarian response.

**Competencies:** in addition to the RC competencies, candidates must have demonstrated Humanitarian Coordination Competencies<sup>6</sup>.

### **ERSG, DSC or DSRSG combined with RC/RR/HC post**

In addition to the above requirements for the RC/RR/DO and RC/RR/HC/DO posts, candidates for the ERSG, DSC or DSRSG role combined with the RC/RR/HC post will normally also have the following,

**Experience:** Cumulative and progressively responsible professional experience in the management of multi-disciplinary operations in complex political and security environments and substantial experience in planning and coordination across the continuum of humanitarian, recovery and development work. Served at the representational level in at least one crisis/post-conflict/transition country.

**Competencies:** The ERSG/DSC/DSRSG/RC/RR/HC function is anchored in a set of core competencies that are outlined in the Generic Job Profile for the post, with an emphasis on vision, leadership, judgment, managing performance, building trust and communication.

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<sup>6</sup> See

<http://www.humanitarianreform.org/humanitarianreform/Portals/1/H%20Coordinators/HC%20COMPETENCIES%20VERY%20FINAL.pdf>. The Humanitarian Coordination Competencies were endorsed by the IASC in 2009 to capture a common understanding of the competencies required of HCs and of RCs performing humanitarian coordination functions. They mirror and build on seven of the eight RC competencies, with indicators contextualized to humanitarian action, and introduce three additional competencies which have direct application in humanitarian contexts.



### **The next steps to pursue Resident Coordinator posts**

Those who meet the eligibility criteria outlined in Part 1 and who are interested in competing for RC positions, must be sponsored by a UN entity. Internal candidates should approach their respective UN entity HR focal point who is responsible for providing detailed information on the eligibility for sponsorship and the application process.

Eligible candidates who are sponsored by a UN entity are required to take the RC Assessment Centre (RCAC). Preparatory support for candidates to undertake the RCAC is provided through their respective sponsoring UN entity. Only those who pass the RCAC will be considered for RC positions – see Part II for more information on the RCAC.

**External candidate:** require sponsorship by a UN entity. Candidates who do not have a current contract with a UN entity may liaise with the UN Development Operations Coordination Office for more information on sponsorship arrangements. Those candidates with a humanitarian profile may also contact OCHA for information on sponsorship arrangements at the email address: [hcpool@un.org](mailto:hcpool@un.org).

For more detailed information, see RC On-Line website at: [is www.undg.org/rconline](http://www.undg.org/rconline).



## **Part II: RC Assessment Centre**



### **What is it and how is it done?**

A prerequisite for determining the suitability of candidates for RC positions is to undergo assessment. The RC Assessment Centre (RCAC) is a competency based assessment for potential candidates and a passing grade is required in order to be considered for any RC positions. The RCAC is structured around RC, RR, HC, and ERS/RS/DSRS competencies, using a variety of testing methods, including interviews, role plays and group exercises over a 3 day period. Interested candidates must be sponsored by their respective UN entity in order to undertake the RCAC. In general, the RCAC is typically conducted in the 2<sup>nd</sup> and 4<sup>th</sup> quarter, every year. Information on specific dates for the RCAC may be obtained from the Human Resources Division of the respective UN entity or from the RC Online website at: [www.undg.org/rconline](http://www.undg.org/rconline). Once a UN entity agrees to sponsor an interested staff, an application is submitted by the nominating UN entity to the OHR/UNDP, the responsible body for managing the RCAC. It is the responsibility of the sponsoring UN entity to assist candidate's in their preparation to undertake the RCAC.

**External candidates:** require the sponsorship of a UN entity to undertake the RCAC.



### **Who can take the RCAC?**

In addition to the requisite qualifications outlined in the RC Job Description, applicants for the RCAC must fulfill the following criteria:

- Currently function at a post level of P5 (or equivalent senior management post for external candidates) or above at the time of application.
- Have three consecutive years of demonstrated strong performance.
- Be available for at least one term of service and preferably for two terms, after the RCAC has been undertaken<sup>7</sup>.
- Be committed to serving in any country for which they are deemed suitable

UN entities that sponsor two or more candidates for the RCAC are encouraged to achieve gender and geographical balance in the selection of candidates to take the assessment.

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<sup>7</sup> The term of service will depend on the country specific post profile, ranging from 5 to 4 years. Depending on the country classification the assignment duration is as follows: A, B and C duty stations = 5 years; and D and E duty stations = 4 years .





### **Follow up to the RC Assessment Centre**

**Successful candidates:** candidates who pass the RCAC are categorized as immediately available for suitable RC positions and will normally be approved for inclusion in the RC pool (see Part 3: RC pool mechanism). Depending on the RCAC results, candidates may have identified development needs which need to be addressed through competency development and training. Such candidates prepare a mandatory competency development plan, which is implemented and monitored by their respective UN entity. The plan builds on the candidate's own UN entity development and performance management instruments/system as well as related inter agency training programmes. Candidates are responsible to prepare and fulfill the objectives in their competency development plans with guidance from their respective sponsoring entity and support from DOCO, as required (e.g. sourcing related training options on the RC system, leadership courses; facilitation of twinning and coaching arrangements with currently serving RCs etc). A copy of the competency development plan is kept on the candidate's personnel file as well as with DOCO as part of the RC pool management system. A final report is submitted to the DOCO upon completion of the competency development plan, with endorsement by the staff member's respective UN entity. The normal expected duration for completion of the competency development plan is within 1 year from the time of the RCAC.

**Unsuccessful candidates:** candidates who do not pass the RCAC are allowed to take the assessment again after a minimum period of 12 months, subject to the support of a sponsoring UN entity.



## **Part III: The RC pool**



### **What is it and who is in it?**

The RC pool serves as an interagency roster of candidates who have passed the RCAC and are eligible to take up RC positions. The pool consists of three sub groups:

**Pool A:** candidates who are immediately available for assignments.

**Pool B:** currently serving RCs.

**Pool C:** candidates who will be available in future including a) former RCs who are serving on other assignments but who could be available subject to exigencies of service; and b) candidates who have passed the RCAC but who are serving on other assignments.

**External candidates:** such candidates continue to be sponsored by the respective UN entity that has initiated the arrangements for them to undertake the RCAC. In particular, the sponsoring UN entity puts up such candidates for inclusion into the RC pool as well as nominations for RC vacancies that match their profile. Additionally the sponsoring UN entity is responsible for supporting and monitoring competency development for those candidates with identified development needs.



### **Criteria for retention in the RC pool**

**Pool A:** candidates are nominated by their sponsoring UN entity for RC posts that match their profile, with a minimum of 1 nomination per year. Candidates who do not meet this criterion will be taken off the Pool A list and moved to Pool C. Exceptions to this rule, allowing candidates to remain in Pool A, include the following reasons: a. personal/family issues (health, spousal employment and/or education) that do not allow the candidate to apply for the available vacancies; and b. short term corporate priorities associated with the candidate's current assignment that do not permit the candidate to be available for RC assignments during the calendar year.

**Pool B:** all candidates currently on assignment as RC are retained during their tenure.

**Pool C:** candidates are retained for a 2 year period after which time their case is reviewed by their respective nominating UN entity with DOCO support, for suitability to remain in the pool. Candidates who express a continued interest to serve as an RC are retained in Pool C for a maximum duration of 4 years when assigned to field duty stations and a maximum of 6 years when assigned to a headquarter duty station. Alternatively, those candidates who do not express any interest in taking up any future assignment as an RC are removed from the RC pool.

### **Maintenance of the RC pool**

The RC pool is managed and maintained by DOCO on behalf of the IAAP and is updated on a regular basis, once per annum in the first quarter. The overall purpose is to ensure an active roster of viable candidates for RC positions. The exercise is conducted on behalf of and in consultation with the IAAP members and is structured around the following,

**Step 1:** At the beginning of each calendar year, DOCO sends a communication to HR Directors, requesting them to indicate whether their respective RC pool candidates are interested to remain in the RC pool for the current year. This communication is copied to the respective RC pool candidates.

**Step 2:** based on the response of each UN entity concerning the status of their respective RC pool candidate (s), the following actions may be taken,

**Pool A:** candidates who have not met the requirement for retention in the pool or indicate they are no longer available for RC positions may be put in Pool C, as per the request of their sponsoring UN entity. Candidates who indicate they are no longer interested in the RC position will be removed from the RC pool.

**Pool B:** candidates remain in this pool as long as they are serving RCs.

**Pool C:** candidates will remain in Pool C for a maximum of 4 years when assigned to field duty stations and a maximum of 6 years when assigned to a headquarter duty station. Those candidates who become available and wish to be considered for RC positions will be moved to Pool A, as per the request of their respective sponsoring UN entity. Candidates who are no longer interested to pursue RC positions should formally inform their HR Director as well as DOCO and are subsequently removed from the list. See below under Other Considerations for another option concerning re entry to the RC pool.

#### **Other:**

1. If a candidate turns down a formal offer for an RC post, for which he/she has been approved by the Secretary-General, the candidate is removed from the pool. Exceptions to this rule, consists of those circumstances not foreseen at the time of the application and require the approval of the IAAP. A formal letter must be submitted by the sponsoring Agency to the IAAP indicating the nature of the problem and requesting that the IAAP retain the candidate on the RC pool list.
2. Candidates who are removed from the RC pool but later wish to re enter may be resubmitted by their respective sponsoring UN entity to the IAAP. This is done through a formal written communication to the IAAP Chair with a brief explanation on the candidate's changed circumstances, leading to a request to have the candidate reinstated into the pool.



## **The Inter Agency Standing Committee Humanitarian Coordination Pool**



### **What is it?**

The Inter Agency Standing Committee (IASC) Humanitarian Coordination Pool consists of pre-screened candidates for humanitarian coordination posts including RC/HC posts and for RC posts in countries where the RC may be expected to perform humanitarian coordination functions<sup>8</sup>. As such, it is a feeder pool to the RC pool.<sup>9</sup> HC pool members who wish to be considered for RC posts must have passed the RCAC and belong to the RC pool. Membership in the IASC HC pool indicates that the concerned individual is considered by the main stakeholders of the humanitarian system as fully qualified to perform humanitarian coordination functions, and enjoys the full support of the IASC. It also provides individuals with formal and on-the-job training and secondment opportunities, so as further to develop competencies, knowledge and experience relevant to humanitarian coordination work.

### **Functioning of the IASC Humanitarian Coordination Pool**

A call for applications is issued yearly in January and disseminated widely through Relief Web and UN entity HR networks. IASC agencies submit nominations to OCHA, who manages the HC pool. Rigorous screening and interview processes are carried out by IASC panels comprising both UN and non-UN representatives. Current RC/HCs and HCs are not required to undergo the screening and interview processes; they are accepted into the HC pool on a no-objection basis.

HC pool members are required to undertake four mandatory trainings on using international legal frameworks in humanitarian coordination; working with UN and non-UN partners; RC & UNCT leadership and coordination; and security. In addition, on-the-job training and secondment opportunities will be explored.

Twice a year, an IASC Panel matches suitable HC pool members against projected vacancies in humanitarian coordination positions (RC/HC, HC, Deputy HC, and RC positions in countries where the RC may be expected to perform humanitarian coordination functions) and provides recommendations to the Emergency Relief Coordinator (ERC) for his/her consideration. The ERC draws from the HC pool to select individuals to submit to the IAAP. While the ERC is committed to selecting individuals from the HC pool for the above-mentioned positions, s/he retains the right to select individuals who are not members of the HC pool.<sup>10</sup> Likewise, UN entities that are members of both the IASC and the IAAP are committed to submitting candidates to the HC pool, but retain the right to submit to the IAAP candidates who are not members of the HC pool. All IAAP members retain the right to submit to the IAAP candidates for RC/HC posts and for RC posts in countries where the RC may be expected to perform humanitarian coordination functions.

**For more details on the HC pool, please see the following link:**

<http://www.humanitarianreform.org/Default.aspx?tabid=723>

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<sup>8</sup> The list of these “countries of concern to the IASC” can be found in the Early Warning-Early Action Report of the IASC Sub-Working Group on Preparedness and Contingency Planning, which is updated on a quarterly basis.

<sup>9</sup> The HC Pool also includes candidates for separate HC, DHC, and other senior humanitarian coordination positions that are not filled through the RC selection process.

<sup>10</sup> Agencies that are members of both the IASC and the IAAP are FAO, OHCHR, UNDP, UNFPA, UNHCR, UNICEF, WFP and WHO.

## Part IV: The ERSG/DSC/DSRSG Pool

### What is it and who is eligible?

The ERSG/DSC/DSRSG pool provides as a facility to draw upon for suitable candidates in the context of integrated missions wherein the ERSG, DSC or DSRSG function is combined with the RC, RR and HC functions. The ERSG/DSC/DSRSG pool consists of a pre screened set of candidates who are eligible to apply for ERSG/DSC/DSRSG posts. Nominations to the ERSG/DSC/DSRSG pool are submitted by IAAP members. The ERSG/DSC/DSRSG pool is managed by DOCO with Department of Field Support (DFS) support, on behalf of the IAAP.

The ERSG/DSC/DSRSG pool is divided into three sub groups:

**Pool A** – candidates who are available for assignment in conflict/immediate post-conflict environments with a humanitarian focus (e.g. MONUC, UNMIS, UNAMID, UNAMA).<sup>11</sup> Candidates are considered qualified to take on the challenges of mission start-up, as well as the full triple-hatted function;

**Pool B** - candidates who are available for assignment in steady state, ongoing peacekeeping/peace building environments (e.g. UNMIL, BINUB, UNOCI, UNMIT, MINUSTAH; UNSCO, UNSCOL, UNIPSIL and BINUCA).<sup>12</sup> This category includes those candidates considered qualified to undertake responsibilities associated with on-going missions and transitional environments where the HC function is eventually phased out;

**Pool C** – candidates who are currently serving as DSRSGs, but who could be available subject to exigencies of service.<sup>13</sup>

Candidates who wish to be considered for ERSG/DSC/DSRSG posts should normally have the following qualifications and experience: See Part One: Eligibility for the RC position – Breakdown of Post Profile Typology and Required Qualifications.

While UN entities that are members of the IAAP are committed to selecting individuals from the ERSG/DSC/DSRSG pool, they retain the right to select individuals who are not members of that pool.

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<sup>11</sup> MONUC- United Nations Organization Mission in the Democratic Republic of the Congo; UNMIS- United Nations Mission in the Sudan; UNAMID - African Union-United Nations Hybrid Operation in Darfur; UNAMA-United Nations Assistance Mission in Afghanistan.

<sup>12</sup> UNMIL-United Nations Mission in Liberia; BINUB- United Nations Integrated Office in Burundi; UNOCI- United Nations Operation in Côte d'Ivoire; UNMIT - United Nations Integrated Mission in Timor-Leste; MINUSTAH- United Nations Stabilization Mission in Haiti; UNSCO - Office of the United Nations Special Coordinator for the Middle East Peace Process; UNSCOL - Office of the United Nations Special Coordinator for Lebanon; UNIPSIL- United Nations Integrated Peacebuilding Office in Sierra Leone; and BINUCA-United Nations Integrated Peacebuilding Office in the Central African Republic.

<sup>13</sup> As missions change in scope and focus, the role and responsibilities and requisite skill sets may alter. A serving DSRSG may be the most suited to take up these responsibilities in a newly created mission, for example.



## **Part V: Application, selection and appointment for Resident Coordinator positions**



### **How is it done?**

#### **Step 1: applying for an Resident Coordinator vacancy**

- ✓ The application for a specific RC vacancy begins with the dissemination of a Vacancy Announcement (VA) and an accompanying post profile. The RC vacancies and post profiles are announced: i) at the middle of the calendar year in July when an annual projected plan of all upcoming vacancies for the following year is disseminated; ii) ad hoc VAs, as necessary; and iii) a long term 5 year projected plan of vacancies. This information is provided by OHR/UNDP and made available as follows,
  - **Serving RCs:** may access the information at [http://practices.undp.org/management/hr/staffservices/RCRR\\_projected\\_vacancies.cfm](http://practices.undp.org/management/hr/staffservices/RCRR_projected_vacancies.cfm);
  - **RC pool candidates:** the information will be shared by their respective HR Director as well as made available at UNDG RC Online (Vas will be made available on a restricted access page for which RC pool candidates will be issued a password) site at: [www.undg.org/rconline](http://www.undg.org/rconline);
  - **IAAP members:** information will be made available via email from OHR/UNDP.
- ✓ UN entities identify their respective qualified candidates, drawing from the RC pool or interested candidates indicate their interest to apply for specific posts to their respective HR Director. If the UN entity agrees to pursue the nomination of a respective candidate for an RC vacancy, UN entities subsequently screen their candidate to determine whether there is a suitable fit between the post profile and the candidate's qualifications. To assist in this stage, a generic *country checklist* is made available for use by HR Directors and IAAP members (see Annex 1). It comprises a set of minimum, standard criteria to assess the suitability of the candidate against the requirements contained in the post profile. Depending on the country of assignment, the checklist applies criteria for HC and DO functions and whether the post requires previous RC experience. If the candidate meets all the criteria in the checklist as per the post profile, the UN entity may formally submit the nomination to the OHR/UNDP at [RC.placement@undp.org](mailto:RC.placement@undp.org), within the deadline for receipt of applications. Supporting documentation is submitted along with the formal nomination, including the following,
  - The candidate's CV (including the candidate's performance appraisal rating for the previous 3 years)
  - Competency development plans and annual progress report, if any (this applies to RC pool candidates with identified development needs based on the results of the RCAC)
  - The completed country checklist (see Annex 1 for the Country Checklist)



### **Step 2: the IAAP review**

- ✓ The IAAP meeting reviews all the nominated candidates against the vacancies with the aim of identifying a shortlist of a minimum of 3 candidates per vacancy, at least one of whom is a woman.

### **Step 3: final selection and appointment**

- ✓ The shortlisted candidates are put up to the Chair, UNDG for his/her final endorsement before being presented to the Secretary-General. If needed, the Chair consults with the UNDG Principals on the recommended candidates prior to being presented to the Secretary-General. A joint meeting is held with the Secretary-General and Chair, UNDG to discuss the nominated candidates. The Secretary-General makes the final selection of the candidate for each vacancy. This information is shared in the form of a meeting note to the IAAP members and nominating UN Agencies.
- ✓ It is the responsibility of the sponsoring UN entity to inform their respective candidate's on the outcomes of the RC selection and appointment.
- ✓ The selected candidate is presented on behalf of the Secretary-General to the host country Government for their clearance.

### **Step 4: the appointment of Resident Coordinator**

- ✓ Once cleared by the host country Government, the candidate is formally contracted by OHR/UNDP for the position.

### **Step 5: designation as Humanitarian Coordinator**

- ✓ The HC designation process follows the RC selection process. At this point, the ERC informs the IASC of his/her intention to designate him/her as HC and asks for the IASC's concurrence on a no-objection basis.



## **Part VI: Application, selection and appointment for ERSG/DSC/DSRSG positions**



### **How is it done?**

#### **Step 1: applying for an ERSG/DSC/DSRSG vacancy**

- ✓ The process begins with Department of Peacekeeping Operations (DPKO) or Department of Political Affairs (DPA) which are herein referred to as the lead Department,<sup>14</sup> informing OCHA and UNDG of the upcoming vacancy. The lead Department, with DOCO and Department of Field Support (DFS) assistance, is responsible for the preparation of the Vacancy Announcement<sup>15</sup> and the mission specific checklist, in consultation with UNDP and OCHA. DOCO will ensure the dissemination of ERSG/DSC/DSRSG vacancies to ERSG/DSC/DSRSG pool candidates and the IAAP members. DOCO will also ensure vacancies are available via the UNDG RC Online website at [www.undg.org/rconline](http://www.undg.org/rconline) and send an email alert when new vacancies are posted. Such information is normally shared a minimum of 4-6 months in advance of the departing incumbent on the ERSG/DSC/DSRSG post.
- ✓ Qualified ERSG/DSC/DSRSG pool candidates are identified by their respective sponsoring UN entity or ERSG/DSC/DSRSG pool candidates initiate discussions on their interest to apply for specific posts with their respective UN entity Supervisor and HR Director<sup>16</sup>. If agreed, UN entities subsequently screen their potential ERSG/DSC/DSRSG candidate to determine whether there is a suitable fit between the post profile and the candidate's qualifications. If the candidate meets all the criteria in the post profile/checklist, the UN entity may formally submit the nomination to the Chair, IAAP prior to the deadline for receipt of applications. Supporting documentation is submitted along with the formal nomination; including the candidate's CV (the CV must reflect the candidate's performance appraisal rating for the previous 3 years).

#### **Step 2: the Inter Agency Advisory Panel review**

- ✓ As part of its regular meeting agenda, the IAAP reviews the ERSG/DSC/DSRSG vacancies against the nominated candidates and shortlists a minimum of 3 qualified candidates per vacancy, at least one of whom is a woman.

#### **Step 3: the final selection and appointment**

- ✓ The IAAP shortlist of candidates for each vacancy is submitted to the UNDG Chair and the ERC. Every effort must be made to ensure that there is at least one woman on the list. As part of this process, the UNDG Chair, the ERC, the USG of the lead Department will jointly interview the shortlisted candidates, if they decide to do so. Inputs from the concerned SRSRG will be sought by the panel.

<sup>14</sup> The lead Department will be either DPA or DPKO, depending on which entity is managing the Integrated Mission..

<sup>15</sup> Vacancy announcement includes the Terms of Reference and Post Profile

<sup>16</sup> Unlike the appointment of RC-RRs, nominees for DSRSG positions that are classified at the ASG level, can also be considered if they are beyond retirement age.





- ✓ Discussions are held between the lead Department, the UNDG Chair and the ERC to agree on the final recommended candidates to be submitted to the Secretary-General. The lead department will then convey the recommendation emerging from the interview process to the Secretary-General.
- ✓ The lead Department is responsible for the decision on the final set of short listed candidates. The lead Department prepares the final submission of shortlisted candidates (at least one of whom is a woman) and submits it to the Secretary-General for his/her final decision on the appointment. Once there is a decision by the Secretary-General, the information is shared by the Executive Office of the Secretary-General with the lead Department. The Lead Department informs all candidates (successful and unsuccessful) of the Secretary-General's decision. The Chair IAAP transmits the Secretary-General's decision to the nominating entity, who, if requested, provide feedback to their respective candidate.
- ✓ The relevant Regional Bureau, UNDP approach the Permanent Mission of the Host government (on an informal basis) to inform them of the Secretary-General's appointment of the designate ERSG/DSC/DSRSG candidate and to obtain their concurrence (on a no objection basis) that the candidate also serves as the RC/RR for the duration of their assignment.
- ✓ The ERC informs the IASC of his/her intention to designate the ERSG/DSC/DSRSG appointee as HC and asks for the IASC's concurrence on a no-objection basis.

#### **Step 4: the appointment of ERSG/DSC/DSRSG**

- ✓ The appointment is announced by the Spokesperson of the Secretary-General.
- ✓ The appointee receives a contract prepared by OHRM or FPD/DFS, depending on the level of the post, and is administered by DFS for the duration of their assignment in accordance with the relevant agreement between UNDP and the Secretariat and the General Assembly resolution 63/250 on human resources reforms.
- ✓ The letter of credentials for the RC/RR function is prepared by UNDP and released to the designate, who presents it to the host government.

## Annex 1: Country Checklist

RC POSITION: COUNTRY NAME				
1. NOMINEE NAME:				
2. SPONSORING AGENCY:				
RESIDENT COORDINATOR FUNCTION				
	QUALIFICATIONS	YES	NO	COMMENTS
	<b><u>Education:</u></b> Advanced degree			
	<b><u>Professional experience</u></b> Minimum of 15 years of substantive experience			
	Senior management with representative function <sup>17</sup>			
	Experience in crisis and/or politically complex country, as applicable to Post Profile			
	<b><u>RCAC:</u></b> pass			
	<b><u>Language:</u></b> meets the post language requirement			
	<b><u>Experienced RC</u></b>			
HUMANITARIAN COORDINATOR FUNCTION				
	<b><u>Professional experience:</u></b> Humanitarian experience			
	Field experience			
	Knowledge of the humanitarian system, principles, and mandates			
	Knowledge of			

<sup>17</sup> Representation functions may be considered as both formalized or acting interim designations.



	International Humanitarian Law, International Refugee Law, International Human Rights Law.			
	HC Competencies			
<b>DESIGNATED OFFICIAL FUNCTION</b>				
	<b><u>Security management experience</u></b> e.g. Experience as an Area Security Coordinator an advantage; previous experience in a country/area with a Security Phase at least as high as in the proposed country.			