

## An enhanced UN DOCO – Explanatory Note –

### 1. Current status

The United Nations Development Operations Coordination Office (UN DOCO) serves as the secretariat and technical and advisory support team to the UN Development Group (UNDG). It brings together the UN development system with a mandate to support resident coordinators and UN Country Teams (UNCTs) to promote shared policy and innovation to deliver together on sustainable development.

UN DOCO provides support in seven key functional areas:

1. Policy coherence and integrated policy support;
2. System-wide data collection and analysis for evidence-based decision making;
3. Facilitating innovative approaches, with proven solutions brought to scale to improve accountability, transparency, effectiveness and efficiencies in the UNDS operational activities;
4. Supporting all aspects of resident coordinators' assessment, selection and professional development management and coordination;
5. Providing advisory services for UNCTs, including on integrated planning, implementation, monitoring, evaluation and reporting, as well as on integrated business operations, within the framework of the UNDG Standard Operating Procedures (SOPs)
6. Supporting joint communication and advocacy on UN values and results; and
7. Supporting UNCT engagement in strategic partnerships in country, including leveraging funding and financing partnerships for the 2030 Agenda.

UN DOCO provides direct support to the UN Deputy Secretary-General, in her capacity as UNDG Chair, and to the UNDP Administrator, as UNDG Vice-Chair. The UN DOCO Director reports to the UNDG Chair on UNDG strategy and policy matters, and to the UNDG Vice-Chair on day-to-day management of UNDG operations. UN DOCO also convenes members of the UNDG to deliver system-wide products and drive coherent support to UNCTs to ensure implementation of UNDG guidance and priorities. UN DOCO is currently administered by UNDP and accountable under UNDP financial rules and regulations.

### 2. Reform proposals for an enhanced UN DOCO

The Secretary-General's December 2017 report *'Repositioning the UNDS to deliver on the 2030 Agenda'* calls for a transformation of UN DOCO to meet the demands of the new RC system. The vision of the Secretary-General for an enhanced UN DOCO builds on the following proposals:

- UN DOCO would assume managerial and oversight functions of resident coordinators, functions that are currently performed by regional UNDG Chairs.
- UN DOCO would continue to support all aspects of resident coordinators' assessment and selection and have overall responsibility for professional development management and performance appraisal of resident coordinators.
- The Director of UN DOCO would chair and oversee the annual performance assessments of resident coordinators by the six regional UNDG teams, which include the senior regional directors of UNDS entities.

- UN DOCO would facilitate and support “trouble shooting”, quality assurance, and dispute resolution, doing so with the respective regional UNDG and other senior officials of the system.
- Day-to-day operational guidance for UNCTs, and quality assurance with respect to UNDAFs, implementation of standard operating procedures and joint initiatives, as well as day-to-day management support for resident coordinators and UNCTs, will be backstopped through better-resourced regional desks in UN DOCO, working in close collaboration with regional UNDG teams and the UNDG Core Group.
- UN DOCO would continue to support joint communication and advocacy on UN values and results and system-wide data collection and analysis for improved accountability, transparency, effectiveness and efficiencies in the UNDS operational activities, and for evidence-based decision making.
- Secretariat services to UNDG Strategic Results Groups and Task Teams .
- These changes call for a restructuring of UN DOCO as a standalone coordination office, headed by an ASG reporting directly to the Deputy Secretary-General as UNDG Chair, and with a significant enhancement of UN DOCO’s capacities, commensurate with its strengthened role.

### 3. Implications of an enhanced UN DOCO

The following issues will be taken into consideration in implementing the Secretary-General’s proposals for an enhanced UN DOCO:

#### ✓ Oversight and management support to RCs

Under the new arrangements proposed for the repositioning of the UNDS, resident coordinators will report to the Secretary-General through UN DOCO. Management and oversight of day-to-day activities of resident coordinators would therefore be carried out by the UN DOCO Director, supported by adequately staffed regional desks.

These new arrangements will not involve creating new layers of bureaucracy, but rather clarifying accountability lines amongst existing offices, with UN DOCO taking on this intermediary role, detached from any individual agency. These functions are currently performed by regional UNDGs Chairs, who also serve as UNDP regional directors. With these functions transferred to UN DOCO, resident coordinators would have a direct reporting line to the Secretary-General with an impartial intermediate arrangement, functionally detached from any specific entity. UNDP will be refocused fully on its development mandate, which will remain a critical asset to the UNDS.

In executing its oversight and management role, the UN DOCO Director will report to the UN Deputy Secretary-General, as UNDG Chair, and will have overall responsibility for talent development and performance appraisal of resident coordinators. Such arrangements will be critical in responding to three imperatives for an impartial and effective RC system:

1. More effective support and oversight of resident coordinators.
2. Greater accountability, with one clear entry point for Member States for development coordination at the global level.
3. Provide an operational and backstopping platform, allowing the Secretary-General and the Deputy Secretary-General to play their strategic leadership and oversight role, while UN DOCO concentrates on the day-to-day management of the RC System.

The UN DOCO Director will continue to count on the full involvement, inputs and expertise of regional UNDG teams in performing these RC management and oversight functions. This will ensure continuity in the level of system-wide engagement at the regional level, hence ensuring senior-level backstopping support to UNCTs that is close to demand and regionally attuned. In this light, annual performance assessments of resident coordinators will continue to be carried out by the six regional UNDG teams, with the UN DOCO Director chairing and guiding these meetings, instead of the regional director of UNDP, as currently is the case.

Regional UNDG teams will also continue to provide substantive guidance and expertise to UNCTs both in their mandate areas and as an integrated whole. Policy and programmatic support to UNCTs will be facilitated by regular joint meetings of Regional UNDGs and Regional Coordinating Mechanisms. This will ensure a common, integrated platform for UNCT support at the regional level.

✓ **Enhanced Capacities**

The Secretary-General's December 2017 report proposes increased funding for the RC system. While over 80% of the additional funding requested would be invested in enhancing capacities and skill sets at country level, the remaining would be dedicated to strengthening the capacities of UN DOCO at the global and regional levels in support of UNCTs<sup>1</sup>. This enhanced global and regional capacity is essential if UN DOCO is to take over the role currently played by UNDP in providing oversight and management support to resident coordinators.

A fully costed proposal is currently being worked out together with the Department of Management for the consideration of ACABQ and the Fifth Committee, on endorsement by the General Assembly of the Secretary-General's UNDS repositioning proposals.

✓ **New hosting arrangements**

Several options are envisaged for UN DOCO as a functionally detached and standalone office. The ultimate administrative arrangements will be defined depending on the funding source, to be decided by Member States.

---

<sup>1</sup> See explanatory note on the "Reinvigorated resident coordinator system" for a full break-down of costs.