



UNITED NATIONS
DEVELOPMENT
COORDINATION
OFFICE



Guidelines for the Resident Coordinator Selection Process

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1. Purpose and Scope

These guidelines set out the selection process of Resident Coordinators (RCs) in accordance with the United Nations Staff Regulations and Rules and ST/AI/2022/1. They apply to the selection process for all Resident Coordinator positions, with the exception of those positions with an additional senior leadership function in integrated peacekeeping and special political missions (i.e. Deputy Special Representative of the Secretary-General and equivalent functions).¹

These guidelines do not apply to the appointment of RCs ad interim, which is addressed in distinct guidelines.

2. Roles and Responsibilities

The Chair of the United Nations Sustainable Development Group (UNSDG) oversees the RC selection process. Specifically, they:

- Approve the list of applicants to the RC Pool.
- Appoint RCAC Review Board members.
- Endorse the shortlist of candidates to the RC vacancies to be interviewed.
- Review the list of applicants who are suitable for each RC position and forward to the Secretary-General with a recommendation for selection.
- Inform CEB members of the Secretary-General's selection of RCs.
- Grant exceptions to the RC selection process in line with the delegation of authority framework.

The Assistant Secretary-General for Development Coordination (ASG/DCO) manages the RC selection process. Specifically, they:

- Approve the issuance of the announcements to call for applications to become a member of the RC Pool and shorten its deadline when warranted by operational requirements.
- Submit the list of recommended applicants to the RC Pool to the UNSDG Chair.
- Prepare a reasoned and documented record of the candidates to be included in the RC Pool for review by the RCAC Review Board.
- Include successful candidates in the RC Pool.
- When the tenure of an RC is coming to an end, inform the government of the host country that the selection process for the RC's successor will be launched and ask the government's feedback on the desired profile of the next RC.
- Approve changes to the duration of the tour of duty of RCs where warranted by operational needs.
- Approve the advertisement of job openings for RC positions and exceptionally approve a shortened deadline where warranted by immediate operational requirements, or extend the posting period of the job opening if needed.
- Recommend to the UNSDG Chair to grant exceptions for applicants who are currently serving or previously served as RCs.

¹ Please refer to the guidelines issued by the Department of Political and Peacebuilding Affairs and the Department of Peace Operations for these positions.

- Review and submit the shortlist of candidates to the Chair of the United Nations Sustainable Development Group for endorsement.
- Appoint Assessment Panel members.
- Chair the Assessment Panel if the RC position is at the ASG level.
- Submit to the UNSDG Chair the list of applicants who are suitable for each RC position, along with supporting documents. In the case of RC positions with Humanitarian Coordinator functions (RC/HC), undertake consultation with the Emergency Relief Coordinator prior to submitting the list to the UNSDG Chair.
- Meet the Permanent Representative of the host country where the RC position is located to present the candidate selected by the Secretary-General and formally transmit the note verbale from the Executive Office of the Secretary-General, informing the government of the intended selection decision and requesting confirmation from the government of the designation of the RC.

The Leadership Branch of the Development Coordination Office (DCO/LB) coordinates the RC selection process. Specifically, they:

- Issue announcements to call for applications to become a member of the RC Pool.
- Review applications to the RC Pool against the eligibility criteria.
- Submit a list of recommended applicants, along with a written record of the screening process, to the UNSDG Chair through the ASG/DCO.
- Oversee the methodology and content of the RC Assessment Centre.
- Conduct period reviews of the RC Pool to ascertain the continued interest and availability of candidates.
- Before each selection round, request the HR Directors of UNSDG entities to submit nominations for Assessment Panel members.
- For each position, compose an assessment panel with due regard for diversity in terms of geography, gender, and parent organization of its members, and submit the list of panel members to the ASG/DCO for approval.
- Advertise the job openings for RC positions which are vacant or expected to become vacant within one year.
- Consult DPPA, OCHA, and DSS on the desirable criteria applicable to the RC positions.
- Review the eligibility of each applicant against the established criteria of the job opening for the position.
- Review the suitability of each eligible applicant against the required and desirable evaluation criteria listed in the job opening.
- Consult with the Office for the Coordination of Humanitarian Affairs (OCHA) in reviewing the applicants for RC/HC positions.
- Prepare a list of those applicants who appear most qualified for the job opening, and consult with DSS on their suitability.
- Submit the shortlist of candidates endorsed by the UNSDG Chair to the DCO Regional Director of the region where the RC position is located.
- Consult with OCHA in preparing the interview questions for RC/HC positions.
- Coordinate the organization of Assessment Panels.
- Consolidate and submit to the ASG/DCO the list of applicants who are suitable for selection for each of the RC positions advertised in the selection round.
- Conduct vetting and reference verification of suitable applicants as required.
- Prepare relevant documentation for the UNSDG Chair and the Secretary-General.

The DCO Regional Directors:

- Prepare interview questions from the sample questions provided by DCO/LB, consulting with OCHA for RC/HC positions.
- Chair the Assessment Panels for RC positions located in the region within their purview.

The DCO Business Management Branch coordinates with the HR department of the selected candidates and ensures their administrative onboarding.

The RCAC Review Board reviews the determinations of the ASG/DCO to ensure that the applicable procedures have been followed and that the candidates have been assessed on the basis of the evaluation criteria.

- If the Board finds that the evaluation criteria were properly applied and that the applicable procedures were followed, it transmits its findings to the ASG/DCO.
- If the Board finds that the evaluation criteria were improperly applied or that the applicable procedures were not followed, it transmits its findings and recommendations to an official designated by the Secretary-General.

The Assessment Panels:

- Determine whether applicants are suitable for selection. Where possible rank the applicants who are suitable for selection.
- Prepare the list of applicants suitable for selection, together with a written, reasoned record of the assessment process, and submit them to DCO/LB.

The Emergency Relief Coordinator consults with the ASG/DCO on the list of applicants suitable for an RC/HC position.

The Office for the Coordination of Humanitarian Affairs (OCHA):

- Nominates RCAC Review Board members and, if appointed, participates in the Board.
- Provides input on the desirable criteria applicable to the RC positions.
- Consults with DCO in reviewing the applicants for RC/HC positions.
- Consults with DCO in preparing the interview questions for RC/HC positions.
- Nominates Assessment Panel members and if appointed, participates in the Panels.

The Department of Political and Peacebuilding Affairs:

- Nominates RCAC Review Board members and, if appointed, participates in the Board.
- Provides input on the desirable criteria applicable to the RC positions.
- Nominates Assessment Panel members and participates in the Panels.

Other UNSDG entities:

- Nominate RCAC Review Board members and, if appointed, participate in the Board.
- Nominate Assessment Panel members and, if appointed, participate in the Panels.

The Department of Safety and Security:

- Provides input on the desirable criteria applicable to the RC positions.
- Consults with DCO on the suitability of candidates.

The HR departments of applicants:

- Provide information for the vetting and reference verification of suitable applicants, as required.
- Coordinate with DCO on the administrative formalities for selected candidates.

3. The RC Pool

Call for applications

- Based on an analysis of the talent gaps in the RC Pool against the upcoming RC vacancies, DCO/LB regularly issues announcements to call for applications to become a member of the RC Pool. The call is normally issued once a year on the [UNSDG website](#).
- The announcements include the eligibility criteria used to review applications, as well as the evaluation criteria to be used in the assessment of applicants. The evaluation criteria are based on the RC Leadership Profile competencies.
- The call for applications is normally open for a minimum of 30 days. The ASG/DCO may shorten the deadline when warranted by operational requirements. The call may be extended if needed to ensure recruitment on as wide a geographical basis as possible or to promote gender parity.

Applications to the RC Pool

- The RC Pool application process is open to both internal applicants from UN system organizations and external applicants.
- Applications must be submitted in accordance with the instructions set out in the announcement. Applicants to the RC Pool are personally accountable for the accuracy and completeness of the information they provide in their application. Late or incomplete applications will not be considered.
- Applicants to the RC Pool with disabilities will be afforded reasonable accommodation to enable their participation in the application process in accordance with the Organization's policy on employment and accessibility for staff members with disabilities in the UN Secretariat (ST/SGB/2014/3).
- The application process is managed through Salesforce, the dedicated IT platform. Records of applications and information provided by applicants on their experience and qualifications are stored in Salesforce and managed confidentially by DCO/LB.

Review of applications to the RC Pool

- DCO/LB reviews applications to the RC Pool against the eligibility criteria and submits a list of recommended candidates, along with a written record of the screening process, to the UNSDG Chair through the ASG/DCO.

RCAC

- The RCAC is a competitive process used to assess candidates for inclusion in the RC Pool. The RCAC consists of a variety of assessments that evaluate candidates against the RC Leadership Profile competencies. The assessments are conducted by an external assessor based on DCO oversight of the methodology and content, e.g., interview or other test questions and methodologies.
- DCO/LB invites candidates approved by the UNSDG Chair to participate in an assessment session of the RCAC, requesting their confirmation of participation and availability.
- DCO/LB provides the list of confirmed participants to the external assessor approximately one month prior to the start of the assessment.
- The external assessor communicates directly with the candidates on the technical arrangements and logistics of the Assessment Centre.
- The external assessor administers the assessments and provides the results for each candidate to the ASG/DCO.
- The external assessor ensures the availability of the full record of the assessments conducted and the performance of candidates, to be provided when circumstances so require, to prove the regularity of the process.
- The ASG/DCO considers and reviews the results of the RCAC and determines the candidates to be included in the RC Pool. The ASG/DCO prepares a reasoned and documented record of these determinations for review by the RCAC Review Board.

RCAC Review Board

- The RCAC Review Board reviews the determinations of the ASG/DCO to ensure that the applicable procedures have been followed and that the candidates have been assessed on the basis of the evaluation criteria.
- The Board is composed of three staff members of UNSDG entities, who are nominated by UNSDG entities and appointed by the UNSDG Chair with due regard for diversity in terms of geography, gender, and parent organization of its members. The members are normally directors or deputy directors of human resources management. Board members are appointed for one year. Two additional staff members among those nominated by UNSDG entities are appointed as alternate RCAC Review Board members by the UNSDG Chair in case any of the board members is not available. The Board also includes a non-voting ex officio member representing the ASG/DCO. (For further details please refer to the Terms of Reference of the RCAC Review Board in Annex 2).
- DCO shares the record of the assessment centre with the three voting members. The record includes: the announcement to call for applications to become a member of the RC Pool, the list of pre-screened applicants, the list of recommended candidates, the written record of the screening process and of the competitive assessment process. The Board is given seven calendar days from receipt of the record to review and vote on each case and to provide its

final determination. If the Board finds that the evaluation criteria were properly applied and that the applicable procedures were followed, it transmits its findings to the ASG/DCO, who includes the successful candidates in the RC Pool.

- If the Board finds that the evaluation criteria were improperly applied or that the applicable procedures were not followed, it transmits its findings and recommendations to an official designated by the Secretary-General, who will decide on the Board's findings and recommendations. Such official may request the ASG/DCO to reinitiate the application, assessment, and/or evaluation process in accordance with this Section 3.

Communication of RCAC results

- DCO/LB informs the candidates and, if they are staff of the UN common system, their parent organization/entity of the RCAC results.
- The external assessor provides candidates with an Assessment Report and schedules a feedback session to review the report and provide insight into their strengths and areas for development against the RC Leadership Profile.
- DCO/LB provides successful candidates with guidance on the next steps.

Membership of the RC Pool

- Membership of the RC Pool is a pre-requisite to apply to RC positions.
- Membership of the RC Pool does not expire.
- RC Pool members are expected to actively apply for RC job openings as they become available.
- DCO/LB conducts periodic reviews of the RC Pool to ascertain the continued interest and availability of RC Pool members.
- RC Pool members who have not applied to any RC job openings in the previous three years will be considered as 'Inactive RC Pool members'. Once an inactive RC Pool member applies to an RC job opening, they will be moved back to the 'RC Pool'.
- RC Pool members may be reinstated in the Pool upon request to DCO/LB.
- DCO/LB contacts RC Pool members who have reached the age of mandatory separation, per staff regulation 9.2, to ask whether they are interested in serving as RC a.i. or RC positions at the ASG level; and if so, to confirm their continued interest to remain in the RC Pool. DCO/LB removes retired RC Pool members who are not interested to remain in the RC Pool.

4. Application to RC Positions

Advertisement of RC job openings

- DCO/LB identifies vacant RC positions as well as positions that are expected to become vacant during the following year and normally advertises them in two selection rounds per

calendar year. The first round normally is launched in January and includes vacant positions as well as positions that are expected to become vacant during the first semester of the following year; the second round is normally launched in September and includes vacant positions as well as positions that are expected to become vacant during the second semester of the following year.

- If an RC is designated by the Secretary-General for another RC position, their position (the former) is advertised only once government clearance (the latter) has been received.
- The job opening includes the start date, duration of tour of duty, functions and duty station of the position, the RC Leadership Profile, the eligibility requirements, and the evaluation criteria, including any specific language requirements as well as desirable criteria applicable to the position.
- Before each selection round, DCO/LB reviews and if necessary updates the language requirements for RC positions. Fluency in English is always required, and a working knowledge of another official UN language and/or local language may be required or desirable depending on the country of assignment.
- DCO/LB consults DPPA, OCHA, and DSS on the desirable criteria applicable to the RC positions.
- The duration of the tour of duty of the RC shall normally be guided by the [International Civil Service Commission](#)'s determination of the hardship level classification of the duty station to which the RC is being appointed. Changes to the duration where warranted by operational needs may be made by the ASG/DCO.
- The current duration of the tour of duty according to the hardship classification of the duty station is listed in the table below.

D/S Hardship Classification	RC Duration of Assignment (years)
A	5
B	4
C	4
D	3
E	3

- DCO/LB reviews and updates the duty station classification on a bi-annual basis (in January and July each year) based on the latest ICSC classification. When there are changes to the duty station classification, DCO/LB updates the duration of the tour of duty for RC positions accordingly. If the position is encumbered, the incumbent RC is given the choice to retain the previous duration of the tour of duty or opt for the new one.
- DCO/LB advertises job openings on Inspira.

- The job opening is normally open for 15 days unless the ASG/DCO approves a shortened deadline where warranted by operational requirements. The ASG/DCO may extend the posting period of the job opening if needed to ensure recruitment on as wide a geographical basis as possible or to promote gender parity.

Application to RC job openings

- RC Pool members must apply to a job opening for a specific RC position in order to be considered for selection to the position.
- Applicants are personally accountable for the accuracy and completeness of the information they provide in their application. Late and/or incomplete applications are not considered.
- Applying for a job opening carries an expectation to accept the offer, if selected.

Determination of eligibility

- DCO/LB reviews the eligibility of each applicant against the established criteria of the job opening for the position.
- Only RC Pool members are eligible to apply to the RC job openings.
- Currently serving RCs are normally eligible to apply if, by the position start date, they have one year or less of service remaining in their current tour of duty. The UNSDG Chair may grant an exception upon the recommendation of the ASG/DCO.
- Applicants who have not previously served as RCs are to be considered eligible if, upon selection, they would be able to serve, before reaching the age of 65 years, a full tour of duty, as indicated in the job opening, to which they applied.
- Normally, applicants who are currently serving or have previously served as RCs are to be considered eligible if, upon selection, they will be able to complete a minimum of three years of service before reaching the age of 65 years. The UNSDG Chair may grant an exception upon the recommendation of the ASG/DCO.
- Applicants internal to the UN system are eligible to apply for RC job openings regardless of their current grade and level, as long as they meet the requirements of the job opening.
- For RC positions at the D2 level and above, previous RC experience is required. Senior-level inter-agency coordination experience may be considered in lieu of RC experience.
- Applicants are not eligible to apply for RC positions if they have not met performance expectations, or if there is a pending performance appraisal rebuttal. If the rebuttal is not related to a significant performance issue, the UNSDG Chair may allow the applicant to be considered.
- Applicants who have been selected by the Secretary-General for an RC position, who are awaiting clearance by the host country Government or deployment, are normally discouraged from applying to RC job openings.

Determination of suitability

- DCO/LB reviews the suitability of each eligible applicant against the required and desirable evaluation criteria listed in the job opening.
- DCO/LB consults with OCHA in reviewing the applicants for RC/HC positions.
- DCO/LB prepares a list of those applicants who appear most qualified for the job opening based on the review of their documentation, and submits the list, along with relevant candidate information, to the UNSDG Chair for endorsement. Normally the list includes up to three candidates per vacancy.
- DCO/LB submits the list of suitable candidates endorsed by the UNSDG Chair to the DCO Regional Director of the region where the RC position is located, who shares it with Assessment Panel members.
- In parallel, LB also shares the list of suitable candidates endorsed by the UNSDG Chair with DSS.

5. Assessment Panels

- The Assessment Panels are composed of senior staff nominated by UNSDG entities and appointed by the ASG/DCO.
- Each panel is chaired by the DCO Regional Director of the region where the RC position is located. If the DCO Regional Director is not available, the Deputy Regional Director (if they are at the D1 level) or the Chief of DCO/LB may serve as the panel chair for D1 level positions.
- If the RC position is at the ASG level, the panel is chaired by the ASG/DCO.

Request for nominations

- Before each selection round, DCO/LB requests the HR Directors of UNSDG entities to submit nominations for Assessment Panel members.
- The number of panel members whom UNSDG entities can nominate depends on the number of advertised positions and the UNSDG cost-sharing agreement (see Annex 2).
- In addition:
 - DPPA nominates a panel member for all RC positions;
 - OCHA nominates a panel member for RC/HC positions as well as for RC positions in countries where a Humanitarian Response Plan (HRP) or Flash Appeal (FA) has been issued.
- In nominating panel members, UNSDG entities take the following factors into consideration:
 - Panel members must have experience in and knowledge of the regions where the advertised posts are located;

- Panel members must not be UNCT members in the countries where the advertised posts are located;
 - Panel members must be at the D1 level or above;
 - If the number of panel members allocated to a UNSDG entity is 2 or above, at least one nominee should be female and at least one from a programme country.
- In order to ensure consistency across panels, panel members may be asked to attend a mandatory induction alignment session organized by DCO/LB prior to participating in an interview.

Assessment Panel composition

- For each position, DCO/LB composes an assessment panel with due regard for diversity in terms of geography, gender, and parent organization of its members, and submits the list of panel members to the ASG/DCO.
- The ASG/DCO appoints Assessment Panel members.
- The panel is composed of up to four members nominated by UNSDG entities, in addition to the chair. The composition of each panel is as follows:

For RC positions:

- Up to three members from UNSDG entities
- One member from DPPA

For RC/HC positions as well as RC positions in countries where a Humanitarian Response Plan (HRP) or Flash Appeal (FA) has been issued:

- Up to two members from UNSDG entities
- One member from DPPA
- One member from OCHA

- When constituting the panel, DCO/LB ensures that:
 - The panel is diverse in terms of geography, gender and parent organization of its members;
 - Each panel includes at least one woman and at least one man;
 - Panel members are at the same level as or higher than the position for which applicants are to be reviewed;
 - Panel members have experience in and knowledge of the region where the position to be reviewed is located;
 - Panel members are not UNCT members in the country where the position to be reviewed is located;
 - At least one panel member is from a UNSDG entity with more than 5% of the annual cost sharing agreement;
 - At least one panel member is from a UNSDG entity with less than 5% of the annual cost-sharing agreement.
 - If a specific language is required for the position (i.e. French, Arabic, Spanish), at least one panel member is able to ask a question in the required language.

- Panel members disclose any professional and personal relationship with the candidate which might impact their impartiality, to ensure that any potential conflict of interest can be solved in favor of the interests of the Organization.
- The Assessment Panel Chair nominates a staff member of their Office to participate in the Panel in a non-voting ex officio capacity.

6. Conduct of the Interviews

- The interviews are conducted virtually over a period of 1-2 weeks, depending on panel member availability.
- Each interview lasts 30 minutes.
- The DCO Regional Office organizes and schedules the interviews, including communication with candidates and panel members.
- In case a panel member is not available, the DCO Regional Office informs DCO/LB and requests that an alternate panel member be identified.
- No observers are allowed in the interviews.
- Candidates are invited for the interview by e-mail with a minimum of five working days' notice. Candidates are informed of the date, time, duration and modality of the interview, and are asked to confirm receipt of the invitation. Candidates who do not respond to the invitation as required, cannot be reached by phone or do not participate in an interview may be disqualified. The Panel Chair exercises their discretion in accommodating candidates, particularly those in field operations or programme countries without a stable internet connection.
- DCO/LB prepares a set of sample questions for the interviews. The Panel Chair selects 3 interview questions from the sample questions provided by DCO/LB, consulting with OCHA for RC/HC positions and customizing them as required, and shares them, along with the list of candidates, with the panel 48 hours before the interviews. The questions must be related and relevant to the position being reviewed.
- The same questions are asked to all candidates. If a specific language is required, at least one of the interview questions is asked in the required language.
- The panel determines whether applicants are suitable for selection. Where possible, the panel ranks the applicants who are suitable for selection.
- While decisions on each candidate should be based on consensus, should the panel members disagree or should reaching a consensus not be feasible, each member of the panel (including the chair) exercises one vote.
- The ex officio member of the panel drafts a reasoned record of the assessment process using a standardized template provided by DCO/LB, and submits it to the panel for approval. Within

one week of the interviews, the Panel Chair submits to DCO/LB the list of applicants who are suitable for selection, together with the written, reasoned record of the assessment process.

- The list normally includes at least one female applicant. Justification is required if no female applicants are included.

7. Recommendation and Selection of Applicants

- DCO/LB submits to the ASG/DCO the consolidated list of applicants who are suitable for selection for each of the RC positions advertised in the selection round.
- The ASG/DCO reviews the list of suitable applicants and consults with the Emergency Relief Coordinator in the case of RC/HC positions.
- DCO/LB conducts vetting and reference verification of suitable applicants as required, based on established procedures.
- The ASG/DCO submits to the UNSDG Chair the list of suitable applicants along with supporting documents.
- The UNSDG Chair reviews the list of suitable applicants and forwards it to the Secretary-General with a recommendation for selection.
- The Secretary-General makes the selection decision for the RC positions.
- Should the selected applicant be unable to take up the functions of the RC position, the Secretary-General may select another applicant on the list submitted by the UNSDG Chair.

8. Implementation of Selection Decision

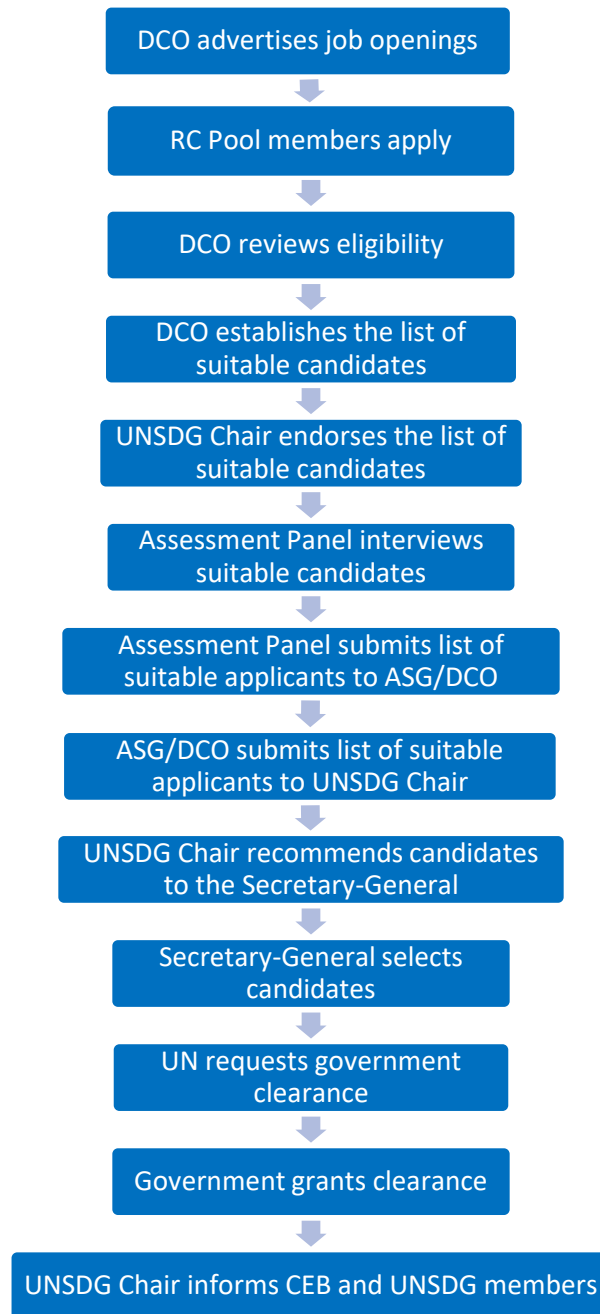
- DCO/LB prepares a note to the Chef de Cabinet through the UNSDG Chair on the Secretary-General's selection decision, for formal approval.
- DCO/LB sends the selection letter to the selected candidates, copying their parent entity or organization if they are UN staff, requesting them to confirm within 7 days their interest and availability to assume the indicated position as well as their acceptance of the deployment conditions (tour of duty, expected deployment date, etc.)
- Upon confirmation of continued interest and availability by the selected candidates, DCO/LB requests the Executive Office of the Secretary-General to sign a note verbale addressed to the Permanent Mission of the host country, informing the government of the intended selection decision and requesting confirmation from the government of the designation of the RC.
- Upon receipt of the signed note verbale, the ASG/DCO meets the Permanent Representative of the host country of the RC positions to present the candidate selected by the Secretary-General and formally transmit the note verbale from the Executive Office of the Secretary-General.

- DCO/LB informs unsuccessful applicants that they have not been selected, and that they remain in the RC Pool.
- Upon receipt of confirmation from the government of the designation of the RC, the UNSDG Chair informs CEB of the Secretary-General's selection of the RC. DCO informs UNSDG members accordingly.

9. Reassignment of RCs and Selection from the RC Pool by the Secretary-General in Exceptional Circumstances

- RCs may be reassigned by the Secretary-General in accordance with Staff Regulation 1.2 (c) before the end of their tour of duty.
- In exceptional circumstances, the Secretary-General may select an RC Pool member for an RC position outside the process outlined above. In such situations, RC Pool members, if they hold a permanent, continuing or fixed-term appointment, may be selected only if they are already serving at the level of the relevant RC position. Furthermore, the appointment of such selected RC Pool members, if they do not hold a permanent, continuing or fixed-term appointment, shall be limited to service on the specific RC position for which they are selected.
- The ASG/DCO submits a note to the UNSDG Chair recommending to select an RC Pool member through the exceptional circumstances procedure, and outlining the rationale for using the procedure and the suitability of the recommended candidate for the position. The UNSDG Chair makes a recommendation to the Secretary-General, who makes the selection decision.

Annex 1. Workflow of the RC Selection Process



Annex 2. Terms of Reference of the RCAC Review Board

As cleared by OHR on 3 October 2022.

Functions of the Board

1. The Resident Coordinator Assessment Centre (RCAC) Review Board is established in accordance with section 3 of [ST/AI/2022/1](#) to review the determinations of the ASG/DCO to ensure that the applicable procedures have been followed and that the candidates have been assessed on the basis of the evaluation criteria.

2. Specifically, the Board:

(a) Ensures that the announcements to call for applications to become a member of the RC Pool, the review of applications against the eligibility and evaluation criteria, and the competitive process used to assess candidates for inclusion in the resident coordinator pool are conducted in accordance with ST/AI/2022/1 on Resident Coordinator selection.

(b) If the Board finds that the evaluation criteria were properly applied and that the applicable procedures were followed, it will transmit its findings to the ASG/DCO, who will include the successful candidates in the RC Pool.

(c) If the Board finds that the evaluation criteria were improperly applied or that the applicable procedures were not followed, it will transmit its findings and recommendations to an official designated by the Secretary-General, who will decide on the Board's findings and recommendations. Such official may request the ASG/DCO to reinitiate the application, assessment, and/or evaluation process in accordance with Section 3 of ST/AI/2022/1.

Composition of the Board

3. The RCAC Review Board shall be composed of three voting members nominated by UNSDG entities and appointed by the Deputy Secretary-General in their capacity of Chair of the UNSDG with due regard for diversity in terms of geography, gender, and parent organization of its members. The Board reports to the Chair of the UNSDG. Board members shall normally be staff members of UNSDG entities, normally directors or deputy directors of human resources management. Board members shall be appointed for a term of one year.

4. The Deputy Secretary-General/Chair of the UNSDG shall also appoint two alternate members who may be asked to participate in the review in replacement of members unable to participate. The Board shall include a non-voting ex officio member representing the Development Coordination Office (DCO) appointed by the ASG/DCO.

5. DCO shall appoint a chairperson among the three full members of the Board. Two votes are required for decisions to be adopted.

Submission of cases for review

6. DCO shall prepare a reasoned and documented record of the determinations for review by the RCAC Review Board:

(a) The record will include: the announcement to call for applications to become a member of the RC Pool, the list of pre-screened applicants, the list of

recommended candidates, the written record of the screening process and of the competitive assessment process by RCAC as required by ST/AI/2022/1.

(b) All documents are submitted to the three full members of the RCAC Review Board and the ex officio member from DCO.

Review of cases

7. In reviewing the record submitted to the Board, the Board ensures that the applicable procedures have been followed and that the candidates have been assessed on the basis of the evaluation criteria. For each case, two votes are required for the decisions of the Board to be adopted.

8. The Board is given seven (7) calendar days from receipt of the record to review and vote on each case and to provide its final determination. The chair of the Board is responsible for ensuring that each member of the Board provides his/her determination within the designated timeframe. Should a Board member abstain from voting on a case within the seven calendar days, his/her vote will be deemed as an approval of the case.

9. Based on its review of the individual cases and its determination on whether the evaluation criteria were properly applied and that the applicable procedures were followed, the Board transmits its findings to the applicable authority, in line with paras. 2(b) and 2(c) above.

Annex 3. UNSDG cost-sharing agreement

UNSDG entity	Cost-sharing agreement % ²
UNDP ³	13.62%
WHO	10.74%
UNICEF	10.48%
FAO	5.58%
IOM	5.44%
ILO	5.36%
UNFPA	4.99%
UNESCO	4.83%
UN Women	3.29%
UNOPS	3.18%
WFP	3.14%
UNHCR	2.91%
UNIDO	2.89%
UNAIDS	2.77%
IFAD	2.18%
OHCHR	1.33% ⁴
DESA	1.33%
PBSO ⁵	1.33%
UNCTAD	1.33%
UNDRR	1.33%
UNECA	1.33%
UNECE	1.33%
UNECLAC	1.33%
UNESCAP	1.33%
UNESCWA	1.33%
UNEP	1.33%
UN-Habitat	1.33%
UNODC	1.33%
ITC	0.26%
ITU	0.26%
WMO	0.26%
UNRWA	0.26%
WIPO	0.26%
Total	100%

² The share of each UNSDG entity is normally calculated every 2 years. This table reflects the share for 2024-2025.

³ UNDP includes UNV and UNCDF.

⁴ The percentage of UN Secretariat entities was calculated by dividing 17.35% (the Secretariat's share) by 13 (15 Secretariat entities minus DPPA and OCHA, who have dedicated slots on the panels) = 1.33% per entity.

⁵ PBSO will not be allocated separate slots, as its participation will be ensured through the DPPA slots.