



11 April 2025

Administrative instruction

Performance management and appraisal system for resident coordinators

The Under-Secretary-General for Management Strategy, Policy and Compliance, pursuant to section 4.2 of the Secretary-General's bulletin on procedures for the promulgation of administrative issuances ([ST/SGB/2009/4](#)), and for the purpose of implementing General Assembly resolution [72/279](#) with respect to the policies and procedures for the management and appraisal of performance of resident coordinators, and pursuant to staff rule 1.4, promulgates the following:

Section 1

Scope of application

The present instruction applies to the performance management of all resident coordinators and resident coordinators ad interim.

Section 2

Purpose

The purpose of the performance management and appraisal system is to establish a fair evaluation framework that emphasizes goal setting, regular feedback and performance conversations between resident coordinators and their performance managers as defined in section 3 while addressing performance issues.

Section 3

Organizational structure and performance managers

Organizational structure

3.1 The Deputy Secretary-General, in his or her capacity as Chair of the United Nations Sustainable Development Group, is the supervisor of the Assistant Secretary-General for Development Coordination and has oversight responsibilities to ensure that the Assistant Secretary-General for Development Coordination and the Development Coordination Office fulfil their responsibilities as outlined in the present instruction.

3.2 The Development Coordination Office, reporting to the Deputy Secretary-General as Chair of the United Nations Sustainable Development Group and under the leadership of the Assistant Secretary-General for Development Coordination, has managerial and oversight functions of the resident coordinator system, including overall responsibility for managing the performance of resident coordinators.



3.3 The Assistant Secretary-General for Development Coordination serves as the performance manager and is responsible for the day-to-day management of the resident coordinators at the Assistant Secretary-General level. The Assistant Secretary-General for Development Coordination also supervises Development Coordination Office regional directors.

3.4 The Assistant Secretary-General for Development Coordination also has the broader duty to ensure that Development Coordination Office regional directors and resident coordinators fully comply with the obligation under staff rule 1.4 (c) on performance of staff. The Assistant Secretary-General for Development Coordination is also responsible for resolving disagreements on the implementation of the performance management and appraisal system for resident coordinators.

3.5 The Development Coordination Office regional directors serve as the performance managers and are responsible for the day-to-day management of resident coordinators at the D-1 and D-2 levels in their respective regions. The performance of Development Coordination Office regional directors, including their ability to manage and support resident coordinators, is evaluated in accordance with the administrative instruction entitled “Performance Management and Development System” ([ST/AI/2021/4/Rev.1](#)), under the supervision of the Assistant Secretary-General for Development Coordination.

3.6 The United Nations resident coordinators are the highest-ranking representative of the United Nations development system at the country level. They normally serve at the D-1, D-2 or Assistant Secretary-General levels. As the designated representatives of the Secretary-General, resident coordinators are responsible to the Secretary-General in the performance of their functions. The resident coordinators lead United Nations country teams and coordinate United Nations support to countries in their implementation of the 2030 Agenda for Sustainable Development.

3.7 Resident coordinators may be designated to perform additional functions such as deputy special representative of the Secretary-General in integrated peacekeeping or special political missions; designated official for security; and/or humanitarian coordinator, as applicable. Performance management for these additional functions is handled by the offices responsible for these functions.

3.8 Even if not designated as humanitarian coordinator, pursuant to General Assembly resolution [46/182](#) resident coordinators report to the Emergency Relief Coordinator on their humanitarian coordination functions and may receive dedicated feedback accordingly.

Performance managers

3.9 The Assistant Secretary-General for Development Coordination, in his or her capacity as the performance manager of the resident coordinators at the Assistant Secretary-General level, and the Development Coordination Office regional directors, in their capacity as the performance managers of the resident coordinators at the D-1 and D-2 levels, are responsible for:

- (a) Reviewing and approving workplans;
- (b) Having regular performance conversations;
- (c) Recognizing good performance and any shortcomings as they become apparent at any time during the cycle, as appropriate;
- (d) Providing strategic support to the resident coordinator;
- (e) Developing a performance improvement plan, in accordance with section 10 below, if necessary;

(f) Ensuring timely completion of the performance management and appraisal process.

3.10 The Assistant Secretary-General for Development Coordination supervises the Development Coordination Office regional directors and is responsible for:

(a) Ensuring that each Development Coordination Office regional director understands and applies the principles and procedures of the performance management and appraisal system for resident coordinators;

(b) Holding the Development Coordination Office regional director responsible for the timely review and approval of workplans and the completion of the resident coordinator's end-of-cycle self-appraisal;

(c) Providing regular feedback and evaluating the Development Coordination Office regional director's ability to manage and support resident coordinators' performance in accordance with administrative instruction [ST/AI/2021/4/Rev.1](#);

(d) Fulfilling the role of performance manager of resident coordinators at the Assistant Secretary-General level as outlined under section 3.9 above;

(e) Resolving disagreements between the resident coordinator and the Development Coordination Office regional director;

(f) Overseeing the establishment and implementation of a performance improvement plan.

3.11 The Assistant Secretary-General for Development Coordination also has the broader responsibility of ensuring that the performance management and appraisal system for resident coordinators is consistently and fairly applied across regions by all Development Coordination Office regional directors who report to him or her, in particular when defining performance expectations and communicating performance standards. The Assistant Secretary-General for Development Coordination also ensures that there is consistency between the comments on and the overall rating of resident coordinators for a given performance cycle; and that ratings and comments are factually sound, free of bias, and constructive.

3.12 Non-compliance with the terms of the present instruction by the performance managers should be recorded in their performance documents and be reflected in their overall ratings.

Section 4

Performance evaluation cycle

4.1 The performance cycle should normally be 12 months. The cycle normally begins on 1 January of each year and ends on 31 December of the same year.

4.2 When a resident coordinator takes up new duties upon selection, transfer or assignment in the course of the performance cycle, an individual workplan should normally be established between the resident coordinator and his or her performance manager within the first two months of assumption of the new functions.

4.3 Upon a resident coordinator's separation from service, or when a resident coordinator takes up new duties upon reassignment or transfer, the resident coordinator and the performance manager complete the performance appraisal for the period between the beginning of the performance period and the date of reassignment, transfer or separation, provided that the period is at least six months.

4.4 If a resident coordinator serves for less than six months during the performance cycle, a performance evaluation is not required.

Section 5

Resident coordinators

5.1 All resident coordinators must fulfil their responsibilities under this performance management and appraisal system for resident coordinators, which include understanding organizational goals, soliciting clarification on performance expectations, participating in dialogue with performance managers to develop workplans, preparing and submitting their workplan, participating in performance conversations for recognition of good performance and identifying areas for further development, addressing shortcomings, if any, taking steps to complete each stage of the process for which they are responsible without delay, and completing their self-appraisal in the resident coordinator feedback tool and in their performance appraisal at the end of the performance cycle.

5.2 All resident coordinators must fulfil their managerial responsibilities for staff members under their supervision as outlined in administrative instruction [ST/AI/2021/4/Rev.1](#) and any subsequent guidelines approved by the Assistant Secretary-General for Development Coordination, which establish standards for the resident coordinators to perform their managerial duties.

5.3 Non-compliance with the terms of the present instruction by a resident coordinator should be recorded in the individual performance document and reflected in the overall rating. Any disagreement between the resident coordinator and his or her performance manager should be resolved with the Assistant Secretary-General for Development Coordination.

Section 6

Resident coordinators' individual workplans

At the beginning of the performance cycle, resident coordinators are required to develop their individual workplan taking into account the United Nations Sustainable Development Cooperation Framework, the resident coordinator job description and the values, attributes and competencies as articulated in the resident coordinator leadership profile and discuss it with their performance manager, who reviews and approves it. The workplan should include expected results and performance indicators of achievement which will be used to evaluate performance at the end of the cycle. Where the resident coordinator is also the designated official for security, this should include expected results in relation to that role.

Section 7

Performance conversations

During the performance cycle, the resident coordinators and their performance manager should have ongoing performance conversations, whether verbally or in writing, which should be used to acknowledge, appreciate and recognize good performance and address any shortcomings.

Section 8

End-of-cycle performance review

8.1 At the end of the performance cycle, the Development Coordination Office launches the resident coordinator feedback tool to provide supplementary information to performance managers on the resident coordinators' leadership capabilities and management skills.

8.2 The Assistant Secretary-General for Development Coordination convenes regional meetings with the United Nations Sustainable Development Group regional directors and other senior colleagues from the United Nations Sustainable

Development Group entities, and other entities that work closely with resident coordinators, as appropriate, to collect feedback on resident coordinators' performance in the given performance cycle.

8.3 The resident coordinator participates in the resident coordinator feedback tool by preparing a self-appraisal on the manner in which he or she implemented the workplan defined at the beginning of the cycle.

8.4 The performance managers draft the performance appraisal of the resident coordinators within their purview, taking into account the feedback provided by the United Nations Sustainable Development Group and other stakeholders, including national counterparts. Where the resident coordinator is also the designated official for security, the Department of Safety and Security provides written feedback for inclusion in the performance appraisal.

8.5 The performance managers provide each resident coordinator within their purview with oral feedback on his or her performance.

8.6 The Assistant Secretary-General for Development Coordination reviews and endorses the performance appraisals of resident coordinators and submits them to the Secretary-General, through the Deputy Secretary-General and Chair of the United Nations Sustainable Development Group.

8.7 The Secretary-General reviews and takes note of the performance appraisals of resident coordinators, of which each resident coordinator will be informed.

8.8 The Assistant Secretary-General for Development Coordination signs the final performance appraisals of resident coordinators and transmits them to the relevant resident coordinators.

8.9 The resident coordinator should acknowledge the performance appraisal. The acknowledgement of the resident coordinator constitutes an acceptance that the performance review has been conducted. It does not indicate that the resident coordinator agrees with the evaluation. If the resident coordinator does not acknowledge the performance appraisal, the appraisal is considered to be acknowledged by the resident coordinator after 14 calendar days of its receipt by the resident coordinator.

Section 9

Rating system

9.1 Resident coordinators are appraised on the basis of the expected results indicated in their workplan in accordance with the resident coordinator job description as well as the values, attributes and competencies articulated in the resident coordinator leadership profile.

9.2 Resident coordinators may be given one of the following four overall ratings:

(a) Exceeds performance expectations: a rating of "exceeds performance expectations" should be considered in cases in which the resident coordinator has surpassed the defined performance expectations for the majority of the results, has continually gone beyond expectations or has significantly surpassed performance expectations in quantity and quality during the cycle, including in demonstrating the values, attributes and competencies articulated in the resident coordinator leadership profile, as applicable;

(b) Successfully meets performance expectations: a rating of "successfully meets performance expectations" should be considered in cases in which the resident coordinator has fully achieved the defined performance expectations for the majority of the results and achievements during the cycle, including in demonstrating the

values, attributes and competencies articulated in the resident coordinator leadership profile, as applicable;

(c) Partially meets performance expectations: a rating of “partially meets performance expectations” should be considered if the resident coordinator did not meet the defined performance expectations for some of the results and/or did not demonstrate the values, attributes and competencies articulated in the resident coordinator leadership profile, as applicable, but demonstrates potential for and a commitment to developing and applying the required skills;

(d) Does not meet performance expectations: a rating of “does not meet performance expectations” should be considered if the resident coordinator did not meet the defined performance expectations for the majority of the results and/or did not demonstrate the values, attributes and competencies articulated in the resident coordinator leadership profile, as applicable, and demonstrates an inability to develop and apply the required skills or a lack of commitment thereto.

9.3 The ratings of “exceeds performance expectations” and “successfully meets performance expectations” establish full satisfaction with the work performed.

9.4 A rating of “partially meets performance expectations” or “does not meet performance expectations” indicates the existence of performance shortcomings.

Section 10

Identifying and addressing performance shortcomings and unsatisfactory performance

10.1 During the performance cycle, the performance manager should continually evaluate performance. When a performance shortcoming is identified, the resident coordinator should be made aware of the performance shortcomings and should be provided with an opportunity to improve the performance. The performance manager, in consultation with the Assistant Secretary-General for Development Coordination if the performance manager is the Development Coordination Office regional director, should proactively assist the resident coordinator in remedying the shortcoming. Remedial measures may include additional training, counselling and/or the institution of a time-bound performance improvement plan.

10.2 A performance improvement plan is a written instrument to define clear and measurable improvement targets for the resident coordinator. It does not require the acceptance or consent of the resident coordinator but should be realistic and in line with the individual workplan.

10.3 If at the end of the performance cycle, performance is appraised overall as “partially meets performance expectations”, a written performance improvement plan may be prepared by the performance manager, as deemed necessary. This is done in consultation with the resident coordinator and the Assistant Secretary-General for Development Coordination if the performance manager is the Development Coordination Office regional director.

10.4 If the performance shortcoming was not rectified following remedial measures, a number of administrative actions may ensue, including the withholding of a within-grade salary increment, the non-renewal of an appointment or the termination of an appointment for unsatisfactory service in accordance with staff regulation 9.3.

10.5 Should unsatisfactory performance be the basis for a decision for non-renewal of a fixed-term appointment, the resident coordinator must have been made aware of the performance shortcomings and been provided with an opportunity to improve the performance prior to the rating of “partially meets performance expectations” or “does not meet performance expectations”. A performance improvement plan is not

required before designating the ratings of partially meets or does not meet performance expectations, nor is it required for non-renewal of appointment.

10.6 If at the end of the performance cycle, performance is appraised overall as “does not meet performance expectations”, the appointment may be terminated, provided that a performance improvement plan was initiated no less than three months before the end of the performance cycle.

10.7 In accordance with staff rule 3.2 (a), the granting of salary increments is subject to the satisfactory performance and conduct of resident coordinators as evaluated by the Assistant Secretary-General for Development Coordination, unless otherwise decided by the Secretary-General in any particular case.

Section 11

Requests for reconsideration of rating indicating performance shortcomings

11.1 Resident coordinators who are not satisfied with the appraisal rating of “partially meets performance expectations” or “does not meet performance expectations” may, within 14 calendar days of receipt of the final performance appraisal in accordance with section 8.9 above, submit to the Assistant Secretary-General for Development Coordination a written request for reconsideration setting forth briefly the specific reasons why a higher overall rating should have been received. Resident coordinators who have received the rating of “exceeds performance expectations” or “successfully meets performance expectations” cannot initiate a request for reconsideration.

11.2 The written request for reconsideration is reviewed by the Assistant Secretary-General for Development Coordination, who makes a final determination on the rating within 30 calendar days of having received the request.

11.3 The performance rating resulting from the reconsideration review made by the Assistant Secretary-General for Development Coordination is binding on the resident coordinator concerned.

11.4 Should unsatisfactory performance be the basis for a decision of non-renewal of a fixed-term appointment, and should the appointment expire before the end of the reconsideration process, the appointment must be extended for the duration necessary for the completion of the reconsideration process, but not beyond the end of tour of duty of the resident coordinator.

11.5 Once the reconsideration process is complete, the rating resulting from the performance evaluation is final and may not be appealed. However, administrative decisions that stem from any final performance appraisal and that affect the conditions of service of a resident coordinator may be resolved through informal or formal justice mechanisms.

Section 12

Entry into force

The present instruction enters into force on the date of its issuance.

(Signed) Catherine Pollard
Under-Secretary-General for Management Strategy,
Policy and Compliance