



**BUSINESS  
INNOVATIONS  
GROUP | BIG**

*Advancing Common Business Operations*

## MUTUAL RECOGNITION CHAMPIONS

TERMS OF REFERENCE | *November 2019*

### Background

In [Resolution 71/243](#), the UN General Assembly called for entities within the UN development system to “*operate according to the **principle of mutual recognition** of best practices in terms of policies and procedures, with the aim of facilitating active collaboration across agencies and reducing transaction costs for Governments and collaborating agencies.*”

Mutual recognition allows one UN entity to use or rely another entity’s policies, procedures, system contracts and related operational mechanisms for the implementation of activities without further evaluation, checks or approvals being required. Effective implementation can therefore remove barriers to active collaboration that result from inconsistent or incompatible policies, rules and procedures among UN entities.

The executive heads of UN entities have committed to apply, to the greatest extent practicable, the principle of mutual recognition in respect to the administration and implementation of their respective entities’ activities by signing a “Mutual Recognition Statement”. As of November 2019, the Mutual Recognition Statement had been signed by the *Secretary-General for the UN Secretariat as well as heads of 16 other entities: FAO; ILO; IOM; ITU; UN Women; UNAIDS; UNDP; UNEP; UNESCO; UNFPA; UNHCR; UNICEF; UNOPS; UNRWA; WFP; and WHO.*

Materials such as the joint *Statement, Factsheet and Frequently Asked Questions (FAQ)* can be found on the Chief Executives’ Board website at:

<https://www.unsceb.org/content/mutual-recognition>

### Engaging the workforce advancing inter-agency collaboration

Signatories of the Mutual Recognition Statement are exploring ways of engaging their workforce in applying, to the greatest extent possible, the principle of mutual recognition, with the aim of facilitating active collaboration across agencies. One way of doing is by establishing internal teams comprising **mutual recognition champions** drawn from across their organization.

### Overall purpose of the role of champions:

1. champion the *implementation* of the mutual recognition within and the facilitation of active collaboration across in the entities;
2. *develop expertise* in the content of the mutual recognition statement and FAQ as well as a *body of knowledge* about operationalization of mutual recognition;
3. contribute to and present *communication tools and materials* aimed at broadening and deepening understanding of mutual recognition;
4. *collect examples* of the effective use of mutual recognition to facilitate active collaboration;

5. *analyse* the organization's experiences to identify successful strategies and pain-points during the implementation process;
6. provide regular *quantitative and qualitative reports* of the organisation's progress in implementing mutual recognition;
7. *represent* the entity in calls and activities connected with mutual recognition, including those convened by the Business Innovations Group and the Development Coordination Office.

### **Time investment**

The role may be carried out in addition to normal duties and the tasks are estimated to take no more than 10-20 per cent of weekly working hours.

### **Positioning of the role**

This is intended as a development role to be undertaken by a person, usually operating as part of an inter-disciplinary team, with access to the executive leadership and with a mix of both field and headquarters experience.

### **Essential competences**

The role of Mutual Recognition Champions requires:

1. Strategic awareness
2. Planning and organising
3. Analytical and critical thinking
4. Written and spoken communication in English