CALL FOR EXPRESSION OF INTEREST
TERMS OF REFERENCE

INTERMEDIATE CONSULTANT (2 positions)
for
REVIEW OF IMPACT ACHIEVED BY UN RULE OF LAW ACTIVITIES AT THE NATIONAL LEVEL

Title: Intermediate consultant
Organisational Section/Unit: Rule of Law Unit / Executive Office of the Secretary-General (on behalf of Rule of Law Coordination and Resource Group)
Duty Station: New York
Approximate start date: 20 March 2012
Actual work time: 96 (non-consecutive) days by 15 July 2012

Background
The United Nations Rule of Law Coordination and Resource Group (RoLCRG), with the support of the United Nations Rule of Law Unit in the Executive Office of the Secretary-General (EOSG), is contracting two intermediate consultants to support one senior consultant to conduct a review of the impact and effectiveness of United Nations rule of law activities in strengthening the rule of law in various situations, namely one peacekeeping setting, one special political mission (SPM) setting and one non-mission setting (see annexed ToR of the review for further information).

Duties and Responsibilities
The successful applicant will serve as a consultant, jointly with another intermediate consultant, for the review (see annexed ToR) under the supervision of the senior consultant who will be reporting to the Deputy Secretary-General through the Director of the Rule of Law Unit, keeping RoLCRG abreast of the process.

Summary of Key Functions:
The intermediate consultant will support the implementation, under the leadership of the senior consultant and jointly with another intermediate consultant, of the review, which consists in three phases: 1) desk review; 2) in-country assessments by the two intermediate consultants and; 3) report drafting.

This will involve inter alia the following tasks to be undertaken under the supervision of the senior consultant and jointly with another intermediate consultant:

- In Phase 1, the successful applicant will review all relevant baseline information available in six to nine countries proposed by the RoLCRG, propose three countries for the in-country assessment (Phase 2) and draft the resulting inception report; upon approval of the inception report by the RoLCRG, the intermediate consultant will make any necessary adjustments to the assessment methodology and prepare Phase 2.

- In Phase 2, the successful applicant will, carry out a strong, evidence-based assessment of progress made against previously conducted baselines. This phase will be undertaken jointly with the other selected intermediate
consultant but without the direct participation of the senior consultant who will however be available to provide strategic advice and guidance to the intermediate consultants remotely.

- In Phase 3, the successful applicant will:
  - review the data gathered in-country and develop preliminary findings and a draft structure for the report;
  - support the senior consultant in chairing a one-day workshop to discuss preliminary findings and the draft structure for the report with the RoLCRG and the Rule of Law Unit;
  - draft the summary of the outcomes of this workshop, which will inform the final draft of the report;
  - draft a first version of the report to be provided to RoLCRG for review, incorporate input received from RoLCRG and finalise the report.

**Expected tangible and measurable outputs** (see annexed ToR under section VI.)

**Competencies**
- Demonstrates integrity by modelling the UN’s values and ethical standards;
- Promotes the vision, mission and strategic goals of the United Nations;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Ability to support strategic planning, results-based management and reporting;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;
- Demonstrates ability to manage complexities and work under pressure, as well as conflict resolution skills.

**Required Skills and Experience**
The consultant should have:

a. A minimum of 8 years of relevant work experience, preferably with exposure to the UN in the field and headquarters;
b. Expertise in rule of law enabling him / her to assess justice and security sectors;
c. A strong understanding of the mandates and functions of various UN entities (development, humanitarian, legal, peacekeeping, peacebuilding);
d. Experience in monitoring & evaluation and impact assessments, preferably with some in the area of the rule of law;
e. Ability to ensure that women’s security and access to justice is mainstreamed in the review;
f. Good diplomatic, analytical, interviewing and drafting skills;

English language proficiency; in addition, knowledge of French and/or Spanish will be an asset to undertake some of the in-country assessments.

Upon selection and before issuance of the contract, the successful applicant may be required to (1) provide a copy of his/her University degree and proof of other relevant credentials; and (2) a certificate of good health.
Consultancy and remuneration modalities

For the intermediate consultant, the consultancy will involve 96 days by 15 July 2012.

The following broad timeline for delivery of the review will be finalized with the consultant:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Deliverables</th>
<th>Time frame</th>
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<tbody>
<tr>
<td>Phase 1: Desk review</td>
<td>Conduct research and draft report justifying recommendations for 3 countries subject to assessment with methodology</td>
<td>15 days</td>
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<tr>
<td>Phase 2: In-country assessment</td>
<td>Conduct assessments in 3 countries</td>
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<tr>
<td></td>
<td>Country A</td>
<td>12 days</td>
</tr>
<tr>
<td></td>
<td>Country B</td>
<td>12 days</td>
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<tr>
<td></td>
<td>Country C</td>
<td>12 days</td>
</tr>
<tr>
<td>Phase 3: Draft report</td>
<td>Conduct review of data gathered in-country</td>
<td>10 days</td>
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<td></td>
<td>Conduct RoLCRG workshop and outline findings</td>
<td>15 days</td>
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<td></td>
<td>Draft workshop summary document and proposed structure of the report</td>
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<td></td>
<td>First draft of report</td>
<td>15 days</td>
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<td></td>
<td>Final draft of report</td>
<td>5 days</td>
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The consultant will be paid in three instalments upon the timely and satisfactory delivery of the agreed outputs as follows:

- The consultant shall be paid 20% of the fee upon approval of the inception report to the Rule of Law Unit for dissemination to the RoLCRG.

- The consultant shall be paid 30% of the fee upon submission of the draft workshop summary document and proposed structure of the report.

- The consultant shall be paid 50% of the fee upon certification that the second and final draft of report has been handed to the DSG after final review by the RoLCRG.

Any costs of travel and DSA will be covered separately. The necessary travel arrangements will be made by the Rule of Law Unit through the relevant Executive Office.

**How to Apply**

Applicants should submit a cover letter and a completed P11 form or PHP to rule-of-law(at)un.org no later than by **8 March 2012**.
ANNEX

TERMS OF REFERENCE
Review of impact achieved by UN rule of law activities at the national level

I. Introduction
The United Nations Rule of Law Coordination and Resource Group (RoLCRG), with the support of the United Nations Rule of Law Unit in the Executive Office of the Secretary-General (EOSG), is contracting one senior consultant who will be supported by two intermediate consultants to conduct a review of the impact and effectiveness of United Nations rule of law activities in strengthening the rule of law in various situations, namely one peacekeeping setting, one special political mission (SPM) setting and one non-mission setting.

While the demand for rule of law assistance has been continuously expanding, knowledge about the effectiveness of assistance has not kept pace with the amount of rule of law activity on the ground. Yet, funding for such activities largely hinges on the Organization's ability to demonstrate the impact of its efforts in this field. The current study is not intended to encompass all mission and non-mission settings. Nevertheless, a review of joint and single entity activities in three key settings would assist in identifying the impact of programming outputs in the field and headquarters support to the field. The review will take into account any empirical evidence of results of identified UN entity contributions towards strengthening national justice and security sectors. The review will also develop an evidence base for recommendations on how the UN system can improve predictability, accountability and effectiveness in strengthening the rule of law.

II. Objectives and material for reference
The objectives of the review:

a. To determine, on the basis of strong empirical data, the impact of United Nations rule of law activities and interventions in strengthening justice and security institutions in one peacekeeping setting, one special political mission (SPM) setting and one conflict area without mission, drawing on previously conducted baseline assessments in the three settings under review;

b. In the special political mission (SPM) setting, the study will also review the effectiveness of the SPM in discharging the mandates related to the rule of law aspects of their mandates, including how to enhance an integrated rule of law approach between the SPMs and United Nations Country Teams on the ground;

Material for reference:

a. The rule of law and transitional justice in conflict and post-conflict societies: Report of the Secretary-General (S/2004/616) (“2004 Report”) (‘rule of law’ will be understood as defined in this report);
d. Civilian Capacity in the Aftermath of Conflict: The Report of the Secretary-General on Civilian Capacity in the Aftermath of Conflict (A/66/311-S2011/527);

III. Tasks and methodology

The review will be conducted in three phases: 1) desk review; 2) in-country assessments by the two intermediate consultants and; 3) report drafting. The scope of the assessment will be limited to the impact of activities and interventions conducted by the nine UN entities making up the RoLCRG.

Phase 1: Desk review and preparation of in-country assessment

A desk review of all relevant baseline\(^1\) information available in six to nine countries to be proposed by the RoLCRG will result in an inception report that recommends three countries (one per setting) for the in-country impact assessment to be conducted during Phase 2.

The recommendations will be based on the following considerations:

- the viability of making strong conclusions on the impact of the Organization’s activities based on available baseline information;
- the length of time the UN has conducted rule of law activities in-country;
- any security constraints that might impede the collection of data and;
- the degree of cooperation between the host government and the UN.

These factors will be considered through a document review and interviews with UN actors at Headquarters.

The inception report will include overall information on the resources allocated to rule of law assistance from both voluntary contributions and assessed budgets (including the amounts, sources and utilization) in the settings chosen.

Based on the desk review findings, the Core Group (see below) will consider recommendations of three countries, one for each designated setting. The consultants will also suggest any further modifications of the methodology outlined below (under Phase 2), subject to RoLCRG approval and outline how to tailor the agreed methodology to the 3 settings.

Upon approval of the inception report by the RoLCRG, the two intermediate consultants will prepare for Phase 2 under the supervision of the senior consultant.

Phase 2: In-country assessment

The two Intermediate consultants will carry out a strong, evidence-based assessment of progress made against previously conducted baselines, which is critical to a successful conclusion of the impact review. While the senior consultant will not be directly participating, he/she will provide overall guidance to the two Intermediate consultants.

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\(^1\) Baseline information would include any administrative statistics, public perception and focus group surveys, and external and internal assessments and reports.
Given the differences in country conditions and corresponding UN implementation modalities, the review may assess impact in a variety of different ways. It is assumed that in all settings the review will include:

1) interviews of past and current heads of peace operations and their deputies, heads of the political missions, resident coordinators and country directors, chiefs of human rights components, chief technical advisors and programme managers and other key leaders in field settings and;

2) individual and focus group interviews with national government officials, CSOs, and beneficiaries as well as key development bilateral donors and other relevant assistance providers and;

3) a short mapping exercise accounting for the types of UN rule of law activities found in each country under study and;

4) an examination of the resources available to the various entities (e.g., funding, staffing, rosters/deployable capacities), the means by which they fulfil their objectives (e.g., external partnerships, joint programming and other forms of interagency cooperation), and incentives and constraints to bringing together capacities (both UN and external) in joint programming and initiatives. The assessment will include a review of the resources allocated to rule of law assistance from both voluntary contributions and assessed budgets (including the amounts, sources and utilization).

In assessing the impact of UN rule of law activities in these settings, it is anticipated that administrative statistics from justice, security and other institutions will be considered where available. Any other quantitative data must also be considered, including from UN sources, CSOs, or trade groups.

Where appropriate, the study should also seek to assess how the United Nations provides rule of law assistance in situations of heightened political tensions, affected by transnational organized crime or by armed conflict, in both mission and non-mission settings. A review of how the UN system has responded to such situations, coupled with recommendations on how to improve future responses, will be important to the final report.

In order to understand the context of the UN rule of law engagement in these three settings, the review should determine, to the extent possible, the comparative advantage of the United Nations vis-à-vis other bilateral and multilateral donors and assistance providers active in the rule of law area in the three countries.

Phase 3: One-day workshop and Report drafting

After Phase 2 is completed (in-country assessment) by the two intermediate consultants, the senior consultant will oversee the review by the two intermediate consultants of the data gathered in-country, and the development of preliminary findings and a draft structure for the report.

Within two weeks of the return of the in-country assessments, the senior consultant will chair a one-day workshop to discuss preliminary findings and the draft structure for the report. The senior consultant will supervise the drafting of the summary of the outcomes of this workshop which, would, in relevant part, inform the final draft of the report.
Three weeks after the workshop, the first draft of the report will be provided. A second and final draft will follow one week after inputs from the RoLCRG are provided.

IV. Tangible and measurable outputs

(a) Inception report based on the desk review which will recommend three countries (one per setting) for the in-country impact assessment;

(b) Preliminary findings and draft structure of the report;

(c) One-day workshop with RoLCRG members;

(d) A report of which structure may be refined further after Phase 2 findings are considered, however, it is assumed that the report will at minimum:

1) 30 pages long, excluding annexes;

2) provide summary findings relevant to all three countries;

3) detail methodologies used;

4) evaluate the impact and effectiveness achieved in each country;

5) identify factors enabling and hindering impact and effectiveness, and define lessons learned;

6) recommend ways to increase the impact and effectiveness of UN activities and interventions, and identify any good practices already in play in this regard;

7) recommend ways to address the needs of the SPM in the rule of law to ensure that DPA-led missions have the necessary support to fulfil their mandated tasks.