



Terms of Reference

Empowered lives.
Resilient nations.

1. BACKGROUND

Over the past few years, the UN and the wider multilateral system have been undergoing various processes of review, reform, strategy- and goal-setting across the spectrum of their collective mandates, spanning the areas of peace and security, human rights, humanitarian assistance and development. These included, chiefly, the development and adoption, in September 2015, of the 2030 Agenda for Sustainable Development, a comprehensive, strategic foundation that commits Member States and the Organization to an ambitious set of 17 Sustainable Development Goals (SDGs) and that covers the parallel and often interrelated strands of multilateral engagement across the UN's collective mandate.

The outcomes of the May 2016 World Humanitarian Summit (WHS) further built on the premise of coherence. Most stakeholders agreed on the urgent need to strengthen collaboration and synergies across the “Humanitarian-Development Nexus” (Hum-Dev Nexus) by working to overcome long-standing attitudinal, institutional, and funding obstacles. The WHS reinforced the commitment to establish a ‘New Way of Working’ that can transcend humanitarian and development divides by working over multiple years towards collective outcomes that reduce risk and vulnerability and build towards achievement of the SDGs, based on the comparative advantages of a diverse range of actors, including those outside the UN system.

Shortly before WHS, twin resolutions on Sustaining Peace were passed by the Security Council and General Assembly in April 2016, calling on the UN pillars of development, peace and security, and human rights to make contributions to addressing root causes and supporting institutions required for sustainable peace and development.?

At present, the UN system remains institutionally fragmented and thematically siloed, which diminishes the Organization's potential to devise and deliver collective outcomes. This fragmentation is mirrored in the UN's staff body which, while containing an unparalleled reservoir of specialized expertise, is hampered by a lack of professionals with a system-wide background and requisite skillset. In addition, at country level, the UN is largely lacking dedicated advisory capacity to support joint situation and problem analysis, better joined-up planning and programming towards collective outcomes, and multi-disciplinary support the leadership and coordination by an empowered Resident and Humanitarian Coordinator (RC/HC or DSRSG/RC/HC in integrated contexts). The Secretary-General has made it a priority to achieve greater coherence in the work of the UN both horizontally across siloes, and vertically between the HQs and field – with a particular view to strengthening the UN's overall effectiveness in prevention. The New Way of Working is one of the initiatives that the Secretary-General views as contributing to this objective.

As a contribution to operationalizing the NWOW within the UN system and to overcoming the challenges outlined above as it pertains to its own institutional capacities, UNDP is launching a consultancy to scope of options and parameters of two initiatives:

The “People Pipeline” initiative, which seeks to offer a systematic approach to staff development while contributing to organizational reforms aimed at overcoming current barriers to UN system collaboration. It aims to develop and nurture a cadre of professionals across UN system entities starting from the mid-level upward (P3/P4 to D-level) who possess the requisite inter-personal and coordination skills, substantive knowledge and hands-on experience to engage in and facilitate complex system-wide processes. It also aims to align with, and reinforce, existing reform efforts and training/capacity building initiatives to increase UN system coherence and to reduce disincentives that currently prevent closer collaboration and mobility at an organizational and personal level.

An initiative on “Deployable advisory capacities” in response to field-identified gaps and requests as a contribution to the system's ability to deliver on the NWOW at the country level. It evolves from experience deploying Early Recovery Advisors and, in the context of the UNDP's ongoing evaluation of the global cluster approach to early recovery, aims to identify options for identification of dedicated advisors that can be deployed for up to 12 months to advise RC/HCs and support UN Country Teams and Humanitarian Country Teams with the identification of collective outcomes and development solutions to reduce humanitarian needs, vulnerability and risk.

While spearheaded by UNDP, both initiatives are intended to be championed by a broader group of stakeholders that have committed to the NWO and are expected to be integrated within broader system-wide capacity-building initiatives. The signatories of the “Commitment to Action” at the WHS were the UN Secretary-General, and the heads of WHO, UNDP, WFP, UNHCR, UNICEF, UNFPA, and OCHA. The Commitment to Action was also endorsed by the World Bank and IOM. DOCO and EOSG, among others, are also key institutional partners in the advancement of the NWO.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

Scope of Work and key results

The consultant will support UNDP’s efforts at UN Headquarters level to scope and further conceptualize these two initiatives, in close collaboration with key UN stakeholders and in consultation with UN field presences, as well as partners beyond the UN system, including IASC members and NGOs.

The consultant will work on both initiatives in parallel, reporting to a Project Manager in the UNDP Crisis Response Unit and in collaboration and consultation with focal points from relevant parts of UNDP and key UN stakeholders such as OCHA, DOCO, operational UN agencies, EOSG, Secretariat Departments, the UN System Staff College, and the World Bank.

At the end of the consultancy, the following results will have been achieved:

- The conceptual framing of the two initiatives (People Pipeline and deployable advisory capacities) have been developed, and the priorities and commitment of partners have been determined through consultations at technical and principals’ levels;
- An actionable strategy for the roll-out of the People Pipeline initiative, which presents delivery options, benchmarks and timelines, has been developed;
- An options paper of next steps on deployable advisory capacities to support RC/HCs has been finalized, including considerations with regard to linkages to existing capacities and profiles, proposed governance, reporting and management structures, parameters for a community of practice, etc.;
- An accompanying resource mobilization and advocacy strategy for both initiatives has been developed.

Expected Outputs/Deliverables

The following deliverables may not all be completed in a sequential manner, but may need to be worked on in parallel.

All deliverables will be subject to review and approval by the Project Manager, Crisis Interface Team, UNDP Crisis Response Unit New York. Focal points from key UN stakeholders will be consulted on the deliverables throughout the process.

People Pipeline

- Consolidate and map information on existing staff development and training initiatives (for P3-P5 level, as well as senior management level) within UN system entities across the humanitarian-development-peace-human rights pillars, the UNSC and in the EOSG. Engage with key operational UN entities as well as OCHA, DOCO, EOSG, DPKO-DFS, DPA, UNSC and other key partners to further develop the People Pipeline concept and to explore the potential for complementarity with other ongoing training and staff development initiatives.
- Engage with field practitioners through an informal reference group of planners, advisers and coordination officers and analyze available country evidence to identify key skills gaps and extract examples, lessons and good practices across UN system entities in different UN country configurations that can inform efforts to conceptualize the People Pipeline approach and requirements for development of new skills development/training curricula, as needed.
- Contextualize the People Pipeline initiative with other UN system efforts such as the revision of the UNDAF guidelines, revision of the Integrated Assessment and Planning (IAP) policy, and the conceptual

work underway in defining and operationalizing the NWOW and collective outcomes, and EOSG-led work with the UNSCC on development of training for strategic planners. In addition, contextualize the People Pipeline initiative with ongoing UN system and management reform efforts that seek to increase UN system coherence and reduce institutional and personal disincentives for collaboration and mobility across institutional boundaries.

- Based on the results of the previous deliverables, design an actionable implementation strategy for the People Pipeline with identified actions for UNDP and recommendations for the wider UN system. This should include benchmarks and timelines, options for possible delivery mechanisms, as well as resource requirements and commitments by stakeholders.
- Deployable advisory capacities
- Map and outline capacity requirements and current gaps in capacity available to RC/HCs to implement the NWOW in the field in different country contexts (OCHA presence/no presence, mission/non-mission setting, integrated/non-integrated UN presence etc.).
- If Identify the cross-cutting and common roles and responsibilities and type of skills that would be required (e.g. at the strategic or operational level; analysis / planning / coordination / IM skills), including considerations regarding division of roles/responsibilities with the RCO and OCHA in different country contexts.
- Review experience to date with deployment of Early Recovery Advisors and/or similar profiles deployed in support of RC/HCs' work to operationalize the nexus and NWOW.
- Engage with key stakeholders such as OCHA, DOCO, the World Bank and key operational agencies to develop options for support to and management of such expertise, ensuring that the initiative does not duplicate existing mechanisms or profiles, complements other on-going processes such as the UN/WB partnership on the humanitarian-development-peace nexus and advancing a collective agenda in-country.
- Identify applicable HQ-level governance, reporting and management arrangements of the advisor(s) associated with different options (in particular vis-à-vis the RC/HC, RCO and OCHA), including stakeholder priorities, capacities and next steps required.
- Engage with key stakeholders such as OCHA, DOCO, the World Bank and key operational agencies to explore the option of setting up a community of practice with key stakeholders involved in supporting implementation of the NWOW (TBD in different country contexts, and might include RCOs, OCHA, Early Recovery Advisors, UN Strategic Planners, Heads of Civil Affairs in UN Peacekeeping Operations, Peace and Development Advisors)
- Resource Mobilization and advocacy for both initiatives
- A resource mobilization and advocacy strategy will be developed. Resource mobilization should be directed both at donor engagement and at securing commitments from key stakeholders. The advocacy elements should include an anchoring of both initiatives in formal fora such as the Chief Executives Board for Coordination (CEB), the UN Development Group (UNDG) and the Inter-Agency Standing Committee (IASC), as well as identifying linkages and with system-wide strategic, high-level initiatives such as management reform, inter-operability, and SDG implementation.