Draft Terms of Reference on the Consultancy for Phase III of the Governance Review Process

1. **Assignment:** UN-Habitat Governance Review Process – Phase III

2. **Duration:** 20 May 2012 – 230 October 2012 (6-5 months) – Products-based

3. **Supervisor:** Open-ended Consultative Group on the Governance Review Process (Reporting to Chair and Co-Chair of the Group)

4. **Remuneration:** TBC by the United Nations Office at Nairobi

5. **Location:** Nairobi +

6. **Background**

UN-Habitat is the coordinating agency for human settlements within the United Nations system and the focal point for harmonized implementation of the Habitat Agenda. UN-HABITAT is likewise mandated to deliver on the human settlements chapter of Agenda 21, and the Millennium Development Goal (MDG) 7, Target D, aiming to achieve by 2020 a significant improvement in the lives of at least 100 million slum dwellers.

In its Resolution 22/5, the Governing Council requested the Executive Director and the Committee of Permanent Representatives (CPR) to undertake jointly, within the work programme and budget, an examination of the governance of the United Nations Settlement Programme with a view to identifying and implementing ways to improve the transparency, accountability, efficiency and effectiveness of the functioning of the governance structure and to identify options for any other potential relevant changes for consideration by the Governing Council at its twenty-third session (GC23).

In response to that request, the CPR-Secretariat Joint Implementation Team was set up, comprising an equal number of representatives of the Committee of Permanent Representatives and the secretariat. A decision was made to prepare two sets of proposals to improve the functioning of the governance structure; one setting forth measures that could be implemented immediately and the other describing options for more fundamental reforms. The first set of measures was approved by the Committee of Permanent Representatives at its thirty-eighth and thirty-ninth meetings, and presented at the GC23.

In preparation for the GC23, the Joint Implementation Team also engaged a consultant, whose job was to assess the current UN-Habitat governance structure within the wider United Nations system and to propose options for improvement. The report containing his findings and options on the governance structure was also presented at the GC23 (HSP/GC/23/INF/7).

In its Resolution 23/13, the Governing Council requested the Executive Director, jointly with the Committee of Permanent Representatives, to examine those options further, without prejudice to any other emerging options, their modalities, financial and legal implications, to identify, if necessary, a preferred option, and in an inclusive, transparent and participatory manner: (a) To develop a procedure for the examination phase; (b) To seek consensus on
the identified option by member States of the Governing Council; (c) To develop an action plan that defines clearly all steps that must be taken and takes into account rules and procedures of relevant United Nations bodies so that the financial, legal and procedural implications are specified. It also mandated the Committee of Permanent Representatives to approve, if applicable, the action plan on behalf of the Governing Council at a meeting of the Committee, and requested the Executive Director to present, through the appropriate channels, the action plan to the General Assembly at its sixty-seventh session, if possible.

The Joint Implementation Team, at its meeting after the GC23, recommended replacing itself with the Open-ended Consultative Group, to ensure wider participation from the members of the CPR and regional balance. This proposal was approved at the 41st Regular Session of the CPR on 22 June 2011. The Co-Chairs of the Open-ended Consultative Group on Governance Review Process requested Regional Groups in Nairobi to nominate two representatives from each group as standing members of the Open-ended Consultative Group, of which membership and attendance is open to all members of the CPR. The Open-ended Consultative Group prepared and presented the Draft Terms of Reference (TORs) for Phase III of the Governance Review Process to the CPR at its 43rd Regular Session on 15 December 2011. The TORs for Phase III detail objectives, methodology, organisational arrangements and timelines.

7. Objectives of the Consultancy

- To support the Open-ended Consultative Group on the Governance Review Process (a joint process by the Committee of Permanent Representatives and the Secretariat) in its work to develop a recommendation to the the United Nations General Assembly during its 67th Session on how to improve transparency, accountability, efficiency and effectiveness of the governance structure of UN-Habitat;
- To contribute to the successful implementation and outcome of Phase III of the Governance Review by providing analytical support to the process; and
- To assist the Open-ended Consultative Group on the Governance Review Process in the development of an action plan - that defines clearly all steps that must be taken towards the implementation of the governance option agreed upon by member States of the Governing Council and that takes into account rules and procedures of relevant United Nations bodies so that the financial, legal procedural and political implications are specified.

8. Expected Accomplishment of the Consultancy

UN-Habitat’s current governance structure and possible alternatives within the wider UN system analysed and a draft action plan prepared in consultation with the Open-ended Consultative Group on the Governance Review Process.

9. Methodology of the Consultancy

The consultant will assist the Open-ended Consultative Group in implementing Phase III of the Governance Review activities, including preparation of the action plan.

S/he will be draft a report on the comparative analysis of different governance models to the CPR at its 45th Regular Session in June 2012, based on the presentations made to the Open-ended Consultative Group by representatives of various UN organisations whose governance
structures UN-Habitat can learn lessons from, and on the results of the fact-finding/briefing missions of the Open-ended Consultative Group to New York and Rio de Janeiro (on the occasion of the Rio+20 Conference).

S/he will be also examine the governance options as identified by the Open-ended Consultative Group in reference to document HSP/GC/23/INF/7 as well as any other emerging options during the process, and analyse their modalities, financial, legal procedural and political implications, which will form the basis of the action plan.

Between July and September 2012, the consultant will assist the Open-ended Consultative Group to prepare the action plan by compiling all findings, observations and proposals made so far, which will be presented to the CPR at its 46th Regular Session in October 2012.

10. Deliverables and Timeframe

The main output from this consultancy will be an action plan that defines clearly all steps that must be taken and takes into account rules and procedures of relevant United Nations bodies so that the financial, legal and procedural implications are specified. The consultant will be also requested to assist in preparing progress reports of the Open-ended Consultative Group to the CPR at its 45th and 46th Regular Sessions.

The reporting will progress as follows:

- Report on the comparative analysis of different governance models based on the presentations made by representatives of various UN organisations whose governance structure UN-Habitat can learn lessons from to the Open-ended Consultative Group, and results of the fact-finding/briefing missions of the Open-ended Consultative Group to New York and Rio de Janeiro (by June 2012)
- Report on the examination of the governance options as identified by the Open-ended Consultative Group in reference to document HSP/GC/23/INF/7 as well as any other emerging options during the process, and analysis of their modalities, financial, legal procedural and political implications (by July 2012)
- Draft Action Plan that defines clearly all steps that must be taken and takes into account rules and procedures of relevant United Nations bodies so that the financial, legal and procedural implications are specified (by September 2012)

Each report should not exceed 30 pages and needs to have an executive summary of 3-5 pages including key findings.

11. Required Qualifications

The consultant is expected to meet the following requirements:

- Advanced university degree in political science, economics, public administration, sociology or related area;
- Knowledge of the UN system and regulations, as well as the UN reform process is essential
- 15 years of progressive work experiences in organizational development, change management, and conducting reviews and assessments of complex environments in the public sector;
• More than 10 years of work experiences with different UN agencies (at least three reference points with engagement);
• Excellent analytical skills; and
• Excellent in English writing, editing and drafting skills.

12. Reference

• TORs for the Phase III of the Governance Review Process