

## Programme on Institutional Development Advisory Capacity

### ○ **Brief description of the project**

The Office of Rule of Law and Security Institutions (OROLSI) provides policy guidance, technical expertise and backstopping support to assist conflict-affected countries re-establish institutions necessary to build and sustain peace. In 2019, the Secretary-General expanded the role of OROLSI to serve as the United Nations (UN) system-wide service provider in the areas of rule of law and security institutions in UN peace operations as well as to Member States and UN system entities in non-UN mission settings.<sup>1</sup> Despite the expanded mandate, OROLSI has not received additional resources, and relevant specialized expertise that could undertake analysis and support initiatives in the area of rule of law and security institutions is generally not available in UN country teams, resident coordinator offices or regional offices.

#### ○ Objective of the project

This project aims to identify, prepare, deploy for at least 12 months and backstop Institutional Development Advisers (IDA) as they support nationally-owned and -driven efforts to: strengthen the rule of law; build, strengthen, and sustain inclusive, professional and accountable justice and security institutions; and address structural deficiencies in the justice and security sectors.

IDAs will be deployed in settings where the rule of law and justice and security institutions face political and developmental challenges, exacerbating exclusion and inequality. These contexts will vary considerably, with some emerging from conflict, others experiencing escalation in violence, and others facing no violent conflict but subject to underlying structural challenges that have the potential to spark conflict. Priority will be given to those settings where related expertise is requested by governments or RCs.

#### ○ Why is the project required?

Research, experiences and lessons from UN mission and non-mission settings have shown that effective, accountable and inclusive rule of law and security institutions are essential to conflict prevention efforts and sustaining peace. Hence, successful prevention requires comprehensive analysis which considers the rule of law and justice and security institutions from the outset, as well as corresponding multidimensional approaches and initiatives capable of preventing the outbreak or recurrence of violence and conflict.

Yet, relevant specialized expertise that could undertake this analysis and support resulting initiatives is generally not available in UNCTs or in RC Offices. This constitutes a considerable impediment in terms of:

- detecting risk factors inherent to the rule of law and to security institutions;
- alerting stakeholders of developments that can fuel conflict in order to influence prevention;
- advising governments and other stakeholders on strategies and programmes to address related challenges, including through developing national capacities;
- ensuring coordination and cohesion among justice and rule of law efforts in fragile countries, territories and regions; and
- informing and shaping policy, programmatic and advocacy efforts related to justice and rule of law responses at the national, regional and international levels.

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<sup>1</sup> United Nations, General Assembly, *Restructuring of the United Nations peace and security pillar: report of the Secretary-General*, A/72/525 (13 October 2017), para. 45.

To address this gap, and in line with the vision of the Secretary-General on prevention (2017), the Review of UN integration (2021), and the coordination platform of the Global Focal Point for the Rule of Law (GFP) (2012), this project proposes the establishment of a programme for the deployment of IDAs, complementing the Joint UN Development Programme-Department of Political and Peacebuilding Affairs Programme on Building National Capacities for Conflict Prevention (which deploys Peace and Development Advisers) and other similar efforts.

- What is the expected impact of the project?

The implementation of this project will ensure that OROLSI technical expertise, advisory support, and perspectives are deployed in an expeditious and sustainable manner in response to requests from Member States and the UN system. Overall, given that accountable rule of law and security institutions are essential components of the prevention spectrum, the expected impact of the project is to help implement the Secretary-General’s vision for preventing violent conflict and sustaining peace. The deployment of IDAs to countries or regions, for at least 12 months, seeks to complement the UN political horizon scanning and early-warning system and to provide policy advice on risk factors related to weak, non-inclusive or unaccountable rule of law and security institutions with potential to trigger or exacerbate conflict.

- **Expected outcomes, outputs and proposed activities**

<b>Outcomes</b>	<b>Outputs</b>	<b>Proposed Activities</b>
UN prevention capacities, political horizon scanning and early-warning systems are enhanced through systematic analysis and policy advice from IDAs	Analysis of risk factors emanating from rule of law and security institutions and preparation of policy advice on preventive action	Deploy IDAs in response to requests from UN high-level representatives to: <ul style="list-style-type: none"> <li>○ Conduct analysis of the rule of law and of justice and security institutions, including through a conflict prevention lens, and provide strategic advice to UN engagement with high-level government officials, civil society (including youth and women’s groups), academia, UN in-country partners, UN Headquarters, and other relevant stakeholders</li> <li>○ Support early warning and risk management measures – taking into consideration the particularities of each setting – and ensure that UN assessments, frameworks, strategies and programmes adequately consider risks and opportunities in the area of rule of law and security</li> </ul>

		<p>institutions through, inter alia, the participation in planning meetings, the review of critical documentation, the development of memos and briefing notes for resident coordinators and similar stakeholders</p> <ul style="list-style-type: none"> <li>○ Provide analysis and advice to UN Headquarters with a view to shaping advocacy and support efforts</li> </ul>
<p>UN Resident Coordinators, and key stakeholders are provided strategic advice and programmatic support by IDAs</p>	<p>Multi-dimensional preventive strategies and joint UN programmes are complemented and strengthened through OROLSI advice and expertise that is otherwise not available in-house</p>	<p>Identify opportunities with national partners to develop national capacities in the justice and security sectors, with a special focus on areas that may potentially contribute to conflict and to a deterioration of the rule of law</p> <p>Promote coordination among rule of law actors under the GFP arrangement and support national and international actors in securing the required resources to implement targeted joint programmes</p> <p>Establish and strengthen strategic partnerships with key national stakeholders, regional and international actors and development partners on issues related to Sustainable Development Goal 16</p>
<p>OROLSI receives constructive feedback on the impact of this project and recommendations to enhance</p>	<p>Evaluative report on the effectiveness of the capacity and frameworks set out in this proposal</p>	<p>Recruit an external consultant to review the activities, outputs and outcomes of this project, and of IDAs more specifically, through consultations with OROLSI and field colleagues, and to develop recommendations to guide future iterations of this initiative</p>

- **Implementation timeline**

The project is envisaged for an initial period of 12 months, allowing IDAs to be initially deployed for that amount of time. If deemed to be beneficial, through comprehensive consultations, OROLSI will submit a proposal to sustain the programme and deployment of IDAs for additional years.

- **Explain how the project will further the implementation of the A4P+ priorities.**

The project will ensure that UN assistance in the areas of police, justice, corrections, SSR, DDR and mine action helps to prevent conflict and sustain peace while contributing to lasting political solutions and the promotion of gender equality.

- **How have gender aspects been included in the design and implementation of the project? How does it help the Department implement its women, peace and security and gender parity commitments?**

The IDAs will consider the region and country-specific needs of women, men, girls, boys and vulnerable groups at the design, planning and implementation stages of its operations, including field projects and programmes. They will undertake support as well as capacity-development activities that take those needs into consideration. Moreover, all analysis developed and driven by IDAs will integrate a strong emphasis on the needs of women with respect to inclusion, representation and access related to justice and security institutions and rule of law.

While the IDA programme itself aims to increase women's participation and ensure gender parity within the IDAs deployed to the field, it will also contribute to the implementation of the women, peace and security agenda through long-term deployments to non-mission settings, including to focus on gender-based activities. The terms of reference for the IDAs shall contain gender-specific outputs and take into account gender perspectives.

- **Brief explanation of any risks that the implementation of the project may face and how to mitigate them.**

There is a risk that national stakeholders are reluctant to engage in discussions related to the rule of law and to security institutions, especially in the absence of a Security Council-mandated operation or if those topics are particularly sensitive politically. Through consultations and communications with UN field colleagues, the project team will ensure that analyses, activities and products stemming from the project are sensitive to the national context and expectations, and address the concerns of stakeholders.

- **Project monitoring and reporting**

To facilitate the technical and financial monitoring of the implementation of the project, OROLSI will establish an internal, technical and financial monitoring system for the project and prepare regular progress reports and final report. Every report shall provide an accurate account of the implementation of the project, difficulties encountered, changes introduced, as well as the degree of achievement of its outputs and outcomes.

- **Proposed budget**

	<b>Item</b>	<b>Brief Description</b>	<b>Total Amount</b>
IDA Secretariat	Senior Officer (P5)	Manages the IDA programme, oversees activities, facilitates high-level stakeholder consultations, leads field assessments and consultations with UN field colleagues, and provides policy advice, options and recommendations to UN senior management, including RCs, on IDA deployments	\$299,425.00
	Programme Assistant (GS6)	Provides administrative support to the IDA programme, the IDA programme manager, and the IDAs, oversees budgetary issues and programme expenditures, supports IDA recruitment, onboarding and deployment	\$137,895.00
	Evaluation	Programme deliverables and IDA deployments evaluated by an external consultant	\$30,000.00
Institutional Development Advisers	Regional IDA (P4)	In the region of assignment (West Africa and the Sahel, for instance), undertakes analyses of the rule of law, justice and security trends in the region, supports early warning and risk management measures, identifies opportunities to build regional capacities, promotes coordination among rule of law actors, establishes and strengthens strategic partnerships with regional stakeholders, and provides analysis and advice to UN Headquarters and regional UN offices	\$256,425.00
	Country IDA (P4)	In the country of assignment (Niger, for instance), undertakes analyses of the rule of law and of justice and security institutions, supports early warning and risk management measures, identifies opportunities to build national capacities, promotes coordination among rule of law actors, establishes and strengthens strategic partnerships with national stakeholders, and provides analysis and advice to UN Headquarters and RC	\$256,425.00
	Country IDA (P4)	In the country of assignment (Burkina Faso, for instance), undertakes analyses of the rule of law and of justice and security institutions, supports early warning and risk management measures, identifies opportunities to build national capacities, promotes coordination among rule of law actors, establishes and strengthens strategic partnerships with national stakeholders, and provides analysis and advice to UN Headquarters and RC	\$256,425.00
	Staff travel	Responsive travel, including rapid-response and technical assessment missions, for assessing needs that IDAs might be called upon to assist with and for stakeholder consultations, especially with RCs, IDAs' travel for annual induction session, and IDAs' travel within country or region of assessment	\$250,000.00
	Support to responsive sensitization activities	Funding to support responsive activities related to the work of the IDAs, which could include workshops for national, regional or international partners, targeted trainings, expert-driven studies, etc.	\$150,000.00
	Programme Support Costs (13%)		
		<b>Total:</b>	<b>\$1,849,352.35</b>