

# PROGRAMME PROPOSAL: TEAM OF EXPERTS-SEXUAL VIOLENCE IN CONFLICT

## 1. Cover Page

Programme Title: "UN SCR 1888 – Team of Experts: Rule of Law – Sexual Violence in Conflict"

Programme Outcome(s): National authorities are assisted in strengthening the rule of law with respect conflict-related sexual violence.

<p>Programme Duration: 3 years</p> <p>Anticipated start/end dates: January 2012 – December 2014</p> <p>Fund Management Option(s): Pass-through (Parallel, pooled, pass-through, combination)</p> <p>Managing or Administrative Agent: Multi-Partner Trust Fund (MPTF) (if/as applicable)</p>	<p>Total estimated budget*: \$8,340,606</p> <p>Out of which:</p> <p>1. Funded Budget: \$2,525,102 (approx.)**</p> <p>2. Unfunded budget: \$5,815,504 (approx.)</p> <p>* Total estimated budget includes both programme costs and indirect support costs</p> <p>** The exchange rate used to convert € to \$ is 1.33906 and SEK to \$ is .148164 (as of 6 December 2011)</p>
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<p>Sources of funded budget:</p> <p>UN Action MPTF</p> <ul style="list-style-type: none"> <li>• Belgium €250,000</li> <li>• Finland €200,000</li> <li>• Ireland €100,000</li> <li>• Luxemburg €50,000</li> <li>• SIDA SEK11,620,000</li> </ul>
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### Names and signatures of (sub) national counterparts and participating UN organizations

UN organizations	
<p>Name: Dmitry Titov Name of Organization: DPKO Signature: Date:</p>	
<p>Name: Ivan Simonovic Name of Organization: C Signature: Date:</p>	
<p>Name: Jordan Ryan Name of Organization: UNDP Signature: Date:</p>	

## **2. Executive Summary**

Building on the previous Joint Programme entitled "UN SC 1888 Team of Experts Interim Funding" the purpose of which was to "enable the Secretary-General, as expeditiously as possible, to implement operative paragraph 8 of Security Council Resolution 1888 by establishing a Team of Experts (TOE) which could be rapidly deployed to "situations of particular concern" with respect to sexual violence in armed conflict, this new Programme seeks to consolidate the progress made in establishing the TOE and expand the work of the Team into a full-fledged three year programme.

Under this Programme, the Team, inter alia, will, in response to triggers prompting TOE engagement,; (i) closely follow "situations of particular concern" with respect to conflict-related sexual violence with focus on accountability measures established; (ii) undertake assessments of identified countries, including through in-country deployment with the consent of the host government and working through the United Nations presence on the ground, to identify gaps in national response and encourage a holistic national approach to addressing conflict-related sexual violence; (iii) assist national authorities to strengthen the rule of law including through in-country deployments with the consent of the host government,; (iv) make recommendations to coordinate domestic and international efforts and resources with respect to issues of conflict-related sexual violence; and (v) work with the United Nations missions, Country Teams, and the Special Representative of the Secretary-General on Sexual Violence in Conflict (SRSG-SVC) as appropriate to fully implement measures called for by Security Council Resolution 1820 (2008).

The TOE, in close coordination with the relevant UN field presence, will continue to closely review evolving circumstances on the ground in situations of particular concern, whether conflict or post conflict, to ensure that information on national authorities' efforts and capacity to address impunity for sexual violence are researched and analyzed. Country/situation dossiers will continue to be established highlighting the concerns, the mechanisms established by the government to address sexual violence, and their possible capacity. This will be the basis for dialogue with government and partners on the ground to initiate assessments that will determine the role the TOE could play. The Team will also continue to follow general developments on conflict related sexual violence in countries or regions which may develop into situations of particular concern.

Upon receiving a request to engage in a certain situation, the TOE will seek support from the national authorities and UN entities on the ground to conduct an assessment to identify initiatives of added value that the Team could provide. Such an assessment will examine a number of issues, including the legal framework, the resources, capacities, and the functioning of the justice system, the initiatives and programmes being planned or already implemented by the various stakeholders, and the level of coordination between relevant actors. Extensive consultations with local and national authority counterparts will ensure that the identified areas of assistance are agreed at national level and that the manner in which the TOE provides that assistance is agreed upon. This will be followed up by the provision of direct assistance to national authorities, including through deployments with host state consent. Assistance may include but is not limited to mentoring of justice system officials, including prosecutors, judges and police if appropriate to the situation.

The Team's overall vision, consistent with SCR 1888, is to offer expertise that will enable national authorities, to build on nationally owned mechanisms to address impunity for sexual violence, taking into account existing initiatives at the national and local levels.

## **3. Situation Analysis**

Conflict-related sexual violence has been one of history's greatest silences. Long dismissed as the random acts of soldiers and considered inevitable, conflict-related sexual violence has been absent from ceasefire agreements, disarmament programmes, rarely mentioned at peace negotiations, thereby fostering impunity for this crime.

Armed conflict creates a climate for sexual violence: communities are awash with small arms and light weapons; moral, social and legal restraints give way to a culture of sexual entitlement; and many combatants treat vulnerable men, women, girls, and boys as the "spoils of war". Children born of rape

and their mothers face stigmatization and economic exclusion. Desolate villages and fallow fields bear stark witness to the terror of sexual violence in displacing populations and shredding the social fabric of communities. The wars that have raged in Bosnia, Rwanda, Sierra Leone, the Democratic Republic of the Congo, Sudan and Timor-Leste have made the military logic of mass rape undeniable.

Yet rape victims caught up in conflict are among the world's least visible people in some of the most austere, remote regions. Sexual violence is a tactic of choice precisely because survivors are reticent to report. Known victims are stigmatized: wives may be rejected by husbands, survivors may be perceived as "unmarriageable", pregnant women may be accused of adultery or of tainting family "honour". This misplaced blame and shame is deeply rooted in the lack of recognition by societal value systems that sexual violence is a crime, thus influencing the way in which cultural, institutional and legal systems have addressed sexual violence, and resulted in a historical absence of accountability. It is not until very recently that sexual violence has been prioritized in post conflict rehabilitation, reconstruction and development.

Sexual violence can constitute a war crime, a crime against humanity, or a constitutive act with respect to genocide. Sexual violence ranks among the grave breaches of international humanitarian law, and is reflected in the 1998 Rome Statute of the International Criminal Court, 1949 Geneva Conventions, and jurisprudence of the international criminal tribunals for the former Yugoslavia and Rwanda. Yet, a very small percentage of perpetrators are held accountable and formal justice rarely provides for reparations or services for survivors.

During conflict and post-conflict situations, governments have often struggled to bring justice to victims and survivors for different reasons. Firstly, during conflict or in post-conflict situations, the capacity of the justice system is often weakened by the destruction of infrastructure, the loss of human resources and the needed crucial expertise. Secondly, countries in conflict or post-conflict face competing priorities and dilemmas between investing efforts in the justice system or in other reconstruction efforts. In such contexts, national authorities often require assistance in their efforts to tackle impunity for past atrocities including sexual violence, and at the same time respond to immediate justice and security challenges. Response efforts must be balanced with efforts to prevent countries from re-entering the downward spiral into conflict and the sexual violence that ensues. Unobstructed access to legitimate rule of law institutions is a decisive factor in these efforts. It is therefore crucial to assist governments in identifying strategic priorities by addressing impunity for sexual violence, which is key to preventing future abuses, ensuring that the human rights of victims are protected.

Over the past three years, conflict-related sexual violence has been recognized as a self-standing security challenge that can no longer be relegated to lowest on the hierarchy of war-time horrors. In June 2008, the UN Security Council unanimously adopted Resolution 1820, which acknowledged sexual violence as a tactic of war, and recognized its potential to undermine peace and security. Resolution 1820 demanded the "immediate and complete cessation by all parties to armed conflict of all acts of sexual violence against civilians". In calling for women's participation in peace-talks, urging sanctions for perpetrators, and requiring that sexual violence be excluded from amnesties, Resolution 1820 was both a milestone in itself, and a reinforcement of its path-breaking predecessor, Security Council Resolution 1325 (2000).

Specifically, the Security Council recognized that sexual violence of a widespread or systematic character not only threatens civilians, but undermines the security of communities and, in many cases, nations as a whole. Sexual violence impedes peace processes not only because it precludes women's full participation, but also because it is used to circumvent ceasefire agreements. Resolution 1820 empowered security actors, including UN and regional peacekeepers, to respond to sexual violence with as much alacrity as they would to any other atrocity.

In July 2009, the Secretary-General submitted the first report on implementation of 1820 (S/2009/362). In response, the Security Council unanimously adopted Resolution 1888 on 30 September 2009, calling for concrete measures to operationalize and institutionalize commitments made through Resolution 1820. One such measure was the identification and rapid deployment of a "team of experts to situations of particular concern with respect to sexual violence in armed conflict . . . to assist national authorities to strengthen the rule of law". The work of the TOE will support and complement the work of the United

Nations in its mission to maintain international peace and security, foster development, protect human rights, and support peacebuilding initiatives.

Effective national responses to atrocities are also directly linked to the wider global development agenda. The World Bank this year described fragility, conflict, or large-scale, organized criminal violence as a primary development challenge of our time. Avoiding repeated cycles of violence is therefore key. By strengthening legitimate democratic institutions and ensuring that citizens have trust in state institutions, particularly in the justice sector, is a crucial component towards breaking cycles of violence. In its latest World Development Report 2011, the World Bank highlights that post-repression or post-conflict redress and reform measures are a core tool for the transformation of institutions. Supporting such efforts in post-conflict settings would surely contribute to an environment conducive to peace and security. Likewise, as stressed in the recent review report presented by the Secretary-General's Senior Advisory Group for the Review of International Civilian Capacities, improving national capacities and ensuring national ownership – two key areas of the TOE's mandate – are key to post conflict peace building. The structure of the Team, bringing together a Team Leader and members from DPKO, UNDP and OHCHR reflects this multi-sectoral importance of combating impunity for conflict-related sexual violence.

#### **4. The proposed programme: Mandate, strategic approach, lessons learned and the proposed programme**

##### **4.1 Team of Experts Mandate**

Security Council Resolution 1888 was unanimously adopted on 30 September 2009, building upon the principles and obligations of previous Security Council Resolutions 1325 (2000) and 1820 (2008) on women, peace and security. The TOE draws its mandate from operative paragraph 8 of Resolution 1888, which calls upon the Secretary-General of the United Nations to:

Identify and take the appropriate measures to deploy rapidly a team of experts to situations of particular concern with respect to sexual violence in armed conflict, working through the United Nations presence on the ground and with the consent of the host government, to assist national authorities to strengthen the rule of law, and recommends making use of existing human resources within the United Nations system and voluntary contributions, drawing upon requisite expertise, as appropriate, in the rule of law civilian and military judicial systems, mediation, criminal investigation, security sector reform, witness protection, fair trial standards, and public outreach; to, *inter alia*:

- (a) Work closely with national legal and judicial officials and other personnel in the relevant governments' civilian and military justice systems to address impunity, including by the strengthening of national capacity, and drawing attention to the full range of justice mechanisms to be considered;
- (b) Identify gaps in national response and encourage a holistic national approach to address sexual violence in armed conflict, including by enhancing criminal accountability, responsiveness to victims, and judicial capacity;
- (c) Make recommendations to coordinate domestic and international efforts and resources to reinforce the government's ability to address sexual violence in armed conflict; [and]
- (d) Work with the United Nations Mission, Country Team, and the . . . Special Representative of the Secretary-General [- Sexual Violence in Conflict] as appropriate towards the full implementation of the measures called for by resolutions 1820 (2008).

##### **4.2 Strategic Approach**

###### **4.2.1 Following Situations of Particular Concern**

In 2011 the TOE, jointly with the Office of the SRSO-SVC and the Secretariat of UN Action, identified an initial group of countries for priority focus: Bosnia and Herzegovina, Central African Republic, Colombia,

Cote d'Ivoire, the Democratic Republic of Congo, Liberia, Sudan, and South Sudan. The selection of these initial eight countries will not prevent the TOE from engaging in the future in other conflict and post-conflict countries identified as "situations of particular concern". Given composition and funding constraints, the Team prioritized its work for 2011 around three of its eight priority countries: the DRC, Liberia and South Sudan.

The Team will continue to conduct its background research and follow the situation in these eight countries as well as any additional countries identified during the Programme period as "situations of particular concern". It will seek input from the Office of the SRSG-SVC and other partners including United Nations Country Teams, UN missions, other UN bodies and entities and Member States.

#### **4.2.2 Requests to the TOE**

The TOE may receive the following type of communications seeking its engagement<sup>1</sup>: (1) an authorized representative of the national authority may approach the TOE directly seeking assistance; (2) an authorized representative of the national authority may make a request for TOE assistance through UN officials in the field or at Headquarters, including the SRSG-SVC; (3) the existing UN field presences or Headquarters officials may alert the TOE to gaps in the national response to sexual violence; and (4) civil society organizations or victims may recommend that the TOE focus on particular gaps in the national response.

A standard "Receipt of Request" pro forma letter will be issued by the Team in response to any of the above types of request or communication. This letter will, *inter alia*, acknowledge receipt; advise on the function and remit of the TOE; explain the potential responses that the TOE may give in addressing this request; and indicate a timeline within which the person/body will receive a response.

The TOE will then carry out a preliminary analysis to determine whether the request falls within its mandate, including whether it relates to an existing situation of particular concern. The Team may request further information if necessary in order to make this determination or undertake additional consultations including on the designation of a new situation of particular concern.

If the request falls outside the TOE mandate, the Team will advise the party concerned and may refer the request to an appropriate body.

If the request falls within the TOE mandate, in consultation with the UN presence on the ground, the Team will make a decision whether to accept the request in whole or part, to seek further clarification, or to decline the request and refer the party to an appropriate body. Note that request types (3) and (4) coming from within the United Nations or civil society will lead to the engagement of the TOE to assist a national authority only where the consent of the host state is obtained. Prior to taking such decisions, the Team will consult with co-lead entities - DPKO, OHCHR, UNPD- and the Office of the SRSG-SVC.

#### **4.2.3 Assessments**

Having determined that a request falls within the TOE mandate and having decided to accept it, the TOE will carry out an assessment to identify gaps in the national rule of law response to conflict-related sexual violence. This will help determine the forms of assistance that can be provided to national authorities, including through deployment by the TOE or rostered specialists, as well as other forms of assistance such as providing legal analysis and research which may not require deployment. Any deployment to the country for the purpose of assessment will of course proceed only on the basis of consent by the host government. The assessment will take into account the commitments shown by the governments to follow-up on their international obligations and the cooperation they have with the UN system to implement those obligations and commitments.

The TOE will, in consultation with the host government, UN agencies in country and other relevant stakeholders, develop terms of reference and an agenda for undertaking an assessment mission, including through in-country visits. Assessment missions will be context specific, and the duration of such

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<sup>1</sup> The TOE may approach a national authority offering TOE assistance based on the Team's identification of areas requiring support.

assessment missions will vary depending on the scope of the assessment. The terms of reference for assessment missions should be developed in cooperation with national authorities and the UN presence on the ground, and should, *inter alia*, indicate the assessment method including relevant tools, interlocutors and data sources, dates and objectives of an assessment mission and the expected results of the assessment process.

During its assessments, the TOE will examine the response of national authorities to sexual violence in order to identify gaps. Its focus will generally include (1) coordination between institutions and programmes involved in responding to sexual violence; (2) the legal framework; (3) institutional oversight mechanisms; (4) criminal accountability and institutional capacity (police, prosecution, judiciary, defense); (5) access to justice; (6) responsiveness to victims, witnesses, and families of victims and witnesses including protection issues; (7) national ownership and sustainability of existing responses; and (8) role of other stakeholders in responding to sexual violence. The TOE will seek perspectives from all interlocutors, including victims' groups and civil society.

#### **4.2.4 Assistance and Deployment**

The TOE members, drawing as necessary on a roster of additional specialists (see further 4.4), can offer the following types of support to national authorities:

- Technical and strategic assessments;
- Technical and strategic advice;
- Programmatic guidance;
- Direct mentoring / embedding; and
- Training.

In providing such assistance the TOE will endeavor to avoid duplication and build on ongoing initiatives by the Government, the UN and other stakeholders.

In line with SC resolution 1888, the TOE will endeavor to offer assistance to national authorities across a wide range of specialized areas including: civilian and military legal systems and institutions including police, law enforcement, prosecutorial, judicial, and corrections institutions; institutional oversight systems and bodies; evidence and data management systems; criminal investigations including forensics; criminal law and procedure; fair trial standards, international criminal law and criminal justice mechanisms; international humanitarian law; international human rights law and human rights investigations; legal aid and assistance; witness/victim protection; public outreach; mediation; security sector reform; reparations; transitional justice; and customary and traditional mechanisms.

Where appropriate, assistance provided to national authorities by the TOE may also include recommendations to coordinate domestic and international efforts and resources and collaboration with UN missions, United Nations Country Teams, and the SRSB-SVC on measures towards the implementation of Resolution 1820.

The specific terms of reference and work-plan for assistance offered to national authorities by the TOE will be drawn up by the TOE in consultation with the national authorities, the SRSB-SVC, the relevant SRSB/DSRSB/RC, and the co-lead entities. The final terms of reference will be shared with the relevant government entity for endorsement. The Team Leader will ensure that Team members and/or consultants are available.

As appropriate, and in view of how best to strengthen capacity and complement existing efforts to fight impunity for sexual violence, the TOE will determine the modalities of any deployment. These may be to provide direct mentoring / embedding of experts within a government institution or in the UN system, or be more advisory in nature.

Deployment of the TOE to any specific country, whether to undertake assessment activities or to provide assistance to national authorities, will proceed only on the basis of consent of the host government. Deployments will be jointly overseen by the SRSB-SVC and the Advisory Group (see annex B). It is

envisaged that the Secretary-General, the SRSO-SVC, the relevant SRSO as well as the Resident Coordinator / Humanitarian Coordinator could use their advocacy roles to encourage a specific country to consent to the deployment of the Team. When deployed in the field, members of the Team will report both to the Team Leader and their respective entities and brief accordingly and as appropriate the SRSO/DSRSO/RC. The Team Leader is responsible for reporting to the SRSO-SVC and the Advisory Group.

The Team may be deployed to the field as a whole or in part, as required. When necessary, rostered specialists may also be called upon to join the Team for the sole purpose of a particular deployment, or be deployed as consultants in case their expertise is sought in a particular situation. It is envisioned that the duration of deployment would range from weeks to several months, depending on the terms of reference. The Team will discuss with SRSO/DSRSO/RC as necessary to ensure adequate arrangements for the housing and support of the TOE in-country to enable them to fulfill the terms of reference of the deployment. Appropriate working locations would include e.g. United Nations entities, Resident Coordinator/Humanitarian Coordinator's office, peacekeeping missions, political missions and/or government offices etc.

#### **4.2.5 Recommendations on domestic and international engagement**

In addition to ensuring that engagement by the TOE builds upon ongoing initiatives and does not duplicate the work of national and international partners, the TOE, as appropriate, will make recommendations to national and international partners on how to better focus and coordinate activities and channel resources.

#### **4.2.6 Support to the SRSO-SVC**

The TOE will provide substantive and strategic support to the activities of the SRSO-SVC by providing expert advice and briefing notes to facilitate the implementation of the SRSO-SVC's mandate.

### **4.3 Lessons Learned**

The TOE will build upon the arrangements and lessons learned of prior and existing programming on rule of law, justice and security in general, as well as programming on sexual violence in particular, being undertaken by all United Nations entities, NGOs and civil society organisations. The TOE will also build on the United Nations in-country experience and activities in the rule of law (from the normative framework to the administration of justice and remedies for victims) to ensure that a comprehensive and coordinated approach is applied for both advisory and programmatic interventions. The TOE understands the crucial need to build on the governments' own initiatives to ensure sustainability.

The Team has learned that it is important not only to ensure that the justice system delivers criminal convictions that are enforced, but also that the relevant national institutions have the capacity to take enforcement action on sexual violence more widely, whether arrest warrants, bail conditions, asset freezes, information disclosure, reparations orders or institutional reforms. The Team notes in this regard the importance of assisting states to provide a holistic response to sexual violence, as emphasized by resolution 1888 and in line with their obligations under international criminal, humanitarian and human rights law.

The Team understands the challenges faced by national institutions. Among the priority issues that have arisen during the Team's early work is that of logistics and infrastructure, limited capacity for safe and secure judicial case recording and information storage, limited profiling of convicted perpetrators, and poor penitentiary facilities. Globally, the Team's effectiveness in providing technical assistance to states will require realistic and coordinated planning with those who are providing assistance on basic infrastructure.

Police forces are clearly one of the main entities in the justice chain, but in the countries where the team has carried out assessments they are facing severely limited capacity and opportunities to develop expertise, especially with regard to conducting investigations, collecting and securing evidence with regard to sexual violence and liaising effectively with prosecution services. In addition, protection of witnesses

and survivors remains a key challenge and clear policies and operating procedures are yet to be established in this regard in the countries under examination.

With regard to legal aid, it should be noted that most efforts have been focused on victims, with little attention to the right to fair trial including the right to legal defense. While effectively upholding the rights of victims and survivors, not addressing such issues damages the very foundation of justice.

Customary justice systems play an important role in many post-conflict countries. Any support provided by the Team to the justice system will require deeper understanding of the customary justice systems at play, their complexity and their relationship with "formal" justice institutions and legal frameworks.

The co-lead entities have extensive experience, capacity and expertise in the area of rule of law at the Headquarters and field levels. They have substantial experience in advising strategically and programmatically, identifying target outcomes and outputs, and budgeting those needs as well as mobilizing resources (from within and outside the United Nations system). They also have a breadth of expertise across all rule of law sectors as well as existing capacity in many country presences in conflict and post-conflict areas that would enable them to respond and gather information rapidly and effectively. The co-lead entities will therefore play a key role in supporting the TOE's efforts to identify those needs and gaps at national level to be complemented and strengthened in order to help governments effectively deal with sexual violence. They will also be instrumental to helping the TOE assess the expertise needed to bridge those gaps.

#### **4.4 Staffing & Roster of Experts**

The Team of Experts currently has four members including the Team Leader; thus, reliance on additional specialists will be necessary. As a result, a scoping assessment on the relevance and practicality of using existing United Nations and other roster systems was carried out by the Norwegian Refugee Council (NRC), with the support of UNDP. This study provided recommendations to the Team on whether existing UN rosters can be used or expanded or whether a new roster system is needed. The assessment also provided some recommendations on issues such as costs, staffing needs for roster management, selection of experts and contractual needs.

It is envisaged that, in line with NRC's recommendations, a new roster should be created to supplement and complement the capacity of the Team members. The roster may consist of both United Nations staff members and external specialists pre-vetted and catalogued by expertise/availability/language/United Nations affiliation (if applicable) and other relevant criteria. Particular attention will be paid to ensuring adequate geographical representation and gender balance. The consultants should be available for rapid deployment on an *ad hoc* basis for specified periods. Those from outside the UN would be recruited as external consultants (see Administrative instruction ST/AI/1999/7, as amended, on Consultants and individual contractors). The Team will establish mechanisms to ensure effective roster management, timely and adequate deployment of experts.

In the intervening period, while the Team creates its own roster, it will put in place interim arrangements to contract consultants as necessary and will also explore the possibility of seeking additional experts through the Civilian Capacity for Peace Operations, or "CivCap."

#### **4.5 Sustainability of results**

As set out in Security Council Resolution 1888, the primary function of the TOE is to assist national authorities and institutions to strengthen the rule of law, and thereby enable national justice systems to address impunity for conflict-related sexual violence. The work of the Team will seek to identify the gaps and challenges faced by the national authorities and institutions in responding to conflict-related sexual violence and its recurrence by providing expert strategic, technical and programmatic guidance and action plans to address them. As appropriate, the Team will continue to assist these institutions in coordination with national and international partners on the ground. The Team may also assist in the identification of resources, their mobilization or if appropriate in developing budgeted projects. It will be ensured that one (or more) co-lead entity(ies) is responsible for the implementation of TOE assistance on the ground for



sustainability purposes while the TOE provides the necessary technical assistance. The overall approach of the TOE by its very nature makes for more sustainable impact, focusing as it does on strengthening national capacity and ensuring its interventions complement and build on existing initiatives.

#### **4.6 Outreach**

The TOE will continue to ensure timely and high quality outreach to Member States, the United Nations system and other relevant actors. This will allow the Team to communicate effectively its functions, achievements, challenges and future plans. It will also assist in the Team's ongoing fundraising efforts as it presently depends exclusively on voluntary contributions.

### **5. Results Framework**

The Team of Experts will continue to work towards the following outputs:

1. Situations of particular concern identified and reviewed through research and analysis – The TOE will continue to follow situations of particular concern through background research and analysis of incoming information, including on patterns and trends, as well as on the overall response to sexual violence by national authorities and other national and international stakeholders to identify gaps in measures established to ensure accountability for sexual violence.
2. Assessments conducted on situations of particular concern - Among other things, the TOE will continue to examine in detail the responses of national authorities to sexual violence. As appropriate, the TOE will determine whether these assessments involve a deployment in-country.
3. National authorities assisted through technical, strategic and programmatic support – The TOE will continue assisting national authorities requesting assistance within the mandate and capacities of the TOE by providing technical, strategic and programmatic advice, and legal analysis and research on specific issues identified during assessments, including through deployments of TOE members or rostered consultants in-country.
4. Programme efficiently managed and resourced - The TOE's work will continue to be carried out according to its work plan and within available budgets, resources mobilized and timely submission of reports.
5. Awareness of the work of the TOE by UN and non-UN entities increased – The TOE will continue to carry out outreach and communication activities aimed at increasing the visibility of the work of the TOE. Such activities include preparation of outreach materials, organization of press conferences and press releases, etc.

**Table 1: Results Framework**

National authorities are assisted in strengthening the rule of law with respect to conflict-related sexual violence.									
JP Outputs (Give corresponding indicators and baselines)	Participating UN organization-specific Outputs	Participating UN organization	Participating UN organization priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame			
						Y1	Y2	Y3	Total
1. Situations of particular concern identified and reviewed through research and analysis	Regular updates provided to the TOE	UN field missions and UNCTs			Develop a network of contacts in UN filed missions and UNCTs	X	X	X	
	Key documents identified and reviewed	TOE			Identify and review key documentary / press sources on SVC (Dossier; Shared Drive)	X	X	X	
	Relevant interlocutors identified and consulted	TOE			Identify and consult relevant interlocutors	X	X	X	
	Information analyzed and systematized	TOE			Analyze and systematize information	X	X	X	
	Dossier prepared	TOE			Prepare dossier	X	X	X	
	Requests for assistance analyzed and response sent	TOE			Analyze and respond to each request for assistance received and make recommendation to the requesting entity	X	X	X	
	Assessment missions planned	TOE			Plan assessments missions	X	X	X	
	Assessment mission TOR discussed with stakeholders on the ground	TOE			Discuss TOR with stakeholders on the ground	X	X	X	
	Team Leader deployed (covers assessments – output 2, and technical support – output 3)	DPKO			Deploy Team Leader to situations of particular concern (estimate 6 missions per year)	X	X	X	290,718
	Expert deployed (covers assessments – output 2, and technical support – output 3)	DPKO			Deploy Expert to situations of particular concern (estimate 6 missions per year)	X	X	X	290,718
2. Assessments conducted on situations of particular concern	Expert deployed (covers assessments – output 2, and technical support – output 3)	UNDP			Deploy Expert to situations of particular concern (estimate 6 missions per year)	X	X	X	290,718
	Expert deployed (covers assessments – output 2, and technical support – output 3)	OHCHR			Deploy Expert to situations of particular concern (estimate 6 missions per year)	X	X	X	290,718

	Consultations with relevant interlocutors conducted	TOE				Conduct consultations with relevant interlocutors	X	X	X	
	Assessment reports completed	TOE				Prepare assessment report	X	X	X	
3. National authorities assisted through technical, strategic and programmatic support	Expert Consultant(s) deployed (18 consultants) <sup>2</sup>	UNDP				Deploy Consultant(s) to situations of particular concern (estimate 6 deployments per year)	X	X	X	2,860,488
	Work Plans developed in consultation with stakeholders and logistics issues addressed	TOE / Stakeholders				Develop work plans and logistical plans in consultation with stakeholders	X	X	X	
4. Programme efficiently managed and resourced	Technical, strategic, and programmatic advice provided through mentoring to key national staff	TOE / Consultants				Provide technical, strategic, and programmatic advisory support to national staff through mentoring	X	X	X	
	Translators/interpreters procured for use during deployment	DPKO				Procure translators/interpreters for using during deployment	X	X	X	75,000
	End of assignment reports produced	TOE / Consultants				Produce end of assignment reports	X	X	X	
	Team Leader supported	DPKO				Support Team Leader	X	X	X	896,400
	Administrative Assistant supported	DPKO				Support Administrative Assistant	X	X	X	293,100
	Expert supported	DPKO				Support Expert	X	X	X	665,700
	Expert supported	UNDP				Support Expert	X	X	X	665,700
	Expert supported	OHCHR				Support Expert	X	X	X	450,000
	Roster Management Support	UNDP				Establish roster of experts	X	X	X	
	Awareness raising undertaken	DPKO				Raise awareness on findings and recommendations of TOE within and outside the UN	X	X	X	30,000
5. Awareness of the work of the TOE by UN and non-UN entities increased		DPKO				Organize briefings	X	X	X	15,000
		DPKO				Prepare outreach materials on the work of TOE	X	X	X	15,000
<b>Total</b>	<b>Programme Cost</b>									<b>7,794,960</b>
	<b>Indirect Support Cost (7%)</b>									<b>545,646</b>
	<b>Total Cost</b>									<b>8,340,606</b>
<b>DPKO</b>	<b>Programme Cost</b>									<b>2,571,636</b>
	<b>Indirect Support Cost (7%)</b>									<b>180,015</b>
	<b>Total Cost</b>									<b>2,751,651</b>
<b>UNDP</b>	<b>Programme Cost</b>									<b>4,266,906</b>
	<b>Indirect Support Cost (7%)</b>									<b>298,683</b>
	<b>Total Cost</b>									<b>4,565,589</b>

<sup>2</sup> Consultants may also be deployed for assessment mission – output 2.

<b>OHCHR</b>	<b>Programme Cost</b>	<b>956,418</b>
	<b>Indirect Support Cost (7%)</b>	<b>66,949</b>
	<b>Total Cost</b>	<b>1,023,367</b>

\*\* Please read the Explanatory Note on Harmonized Financial Reporting to Donors and its Annexes for guidance on how these terms should be interpreted

## **6. Management and Coordination Arrangements**

### **A. Management Structure**

#### Team of Experts

The Team Leader is co-located within the Office of the SRSB-SVC and reports to the SRSB-SVC. The Administrative Assistant is also co-located within the Office of the SRSB-SVC and is supervised by the Team Leader.

Each of the experts who are currently TOE members are located in his or her respective co-lead entity (UNDP, DPKO, OHCHR) to promote good communication and coordination between the Team and the co-lead entities. While the time of each expert is fully dedicated to supporting the work of the TOE, each expert also contributes to support his/ her own entity in addressing conflict-related sexual violence. Each expert has dual reporting lines to the relevant co-lead entity and to the Team Leader. By retaining their institutional linkages, experts promote coherence and avoid duplication and fragmentation of efforts being undertaken by their respective department/entity. Rostered specialists deployed to the field will report to the TOE Team Leader and the relevant DSRSB-RC as required.

See summary of Experts – Annex A.

#### Advisory Group

The Advisory Group is comprised of one designated senior manager per co-lead entity and chaired by the Team Leader. The role of the Advisory Group includes: providing strategic advice on engagements of the TOE; proposing possible areas of engagement to the TOE; advising on the management of the roster of experts; approve resource allocation; considering the TOE's reports and recommendations from assessments and deployments; supporting the TOE in its efforts to explore funding and fundraising avenues. The Advisory Group meets once per quarter. The SRSB-SVC may convene meetings of the Advisory Group when the SRSB-SVC deems it necessary, in consultation with the Chair. In carrying out its consultations, the Advisory Group, through the Team Leader, ensures that it informs the RoLCRG on the work of the TOE. The work of the RoLCRG and the Office of the SRSB-SVC and the TOE are mutually reinforcing and help strengthen the overall coordination and coherence of UN efforts on rule of law. To that end, the SRSB-SVC and the Team Leader may be invited to attend Principals and expert meetings of RoLCRG respectively, and as appropriate.

See TOR for Advisory Group – Annex B.

### **B. Coordination**

#### Country Level

This Programme aims to enhance United Nations system action at the country level by complementing the efforts of United Nations entities, the host government, NGOs and other relevant actors already addressing rule of law and sexual violence linked to conflict.

At the country level, the support to governmental entities in coordination with United Nations entities present in the country are at the core of the TOE's mandate, and thus involved in all stages of the Team's assessments and deployments. Additionally, various stakeholders, including civil society organizations, will be consulted so as to ensure that all of the Team's programmatic and strategic initiatives are comprehensive, inclusive and of added value. Ultimately the cooperation with the various actors in the country will be critical as they will ensure the follow-up of the TOE's work.

#### Global Level

This Programme will support United Nations system-wide responses to strengthen national rule of law responses to conflict-related sexual violence through the integration and buy-in of the broader United Nations rule of law community.

The organizational structure of the TOE is integrated into the United Nations system through informational/reporting, advisory, and managerial lines. This is designed to ensure traction and impact within United Nations entities at Headquarters and field level on the issue of sexual violence and to support institutional responses which go beyond the deployment of the Team.

The SRSB-SVC will advocate for the support to the implementation of the TOE's mandate with respect to sexual violence and the rule of law and the implementation of Security Council Resolution 1888.

## 7. Fund Management Arrangements

Each of the co-lead entities will fund and implement its activities in parallel with the other participating entities. The Team Leader (who, as noted above, reports to the SRSB-SVC) will be responsible for consolidated reporting.

### Fund management:

This Programme document serves as an overall proposal for funding for TOE's activities for the next three years. It will be updated jointly by the lead entities as necessary. The Joint Programme will be receiving funds from the UN Action MDTF which uses the **Pass-Through Fund Management** modality. Through this mechanism, the funding will be channeled through the Multi-Partner Trust Fund Office (MPTF Office). The funds will be distributed among the co-lead entities (DPKO, OHCHR, UNDP) to cater to the TOE member from each agency.

The Participating UN Organizations have appointed the UNDP MPTF Office to act as the Administrative Agent<sup>3</sup> (AA) for the Joint Programme.

The **Administrative Agent** will:

- Establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received from the donor(s) pursuant the Administrative Arrangement. The TOE funds in the MDTF will be administered by the Administrative Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest.
- Make disbursements to Participating UN Organizations from the MDTF based on instructions from the Team Leader in consultation with the Advisory Group.

The **Participating UN Organizations** will:

- Assume full financial responsibility and accountability for the funds disbursed by the **Administrative Agent**;
- Establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Each UN organization is entitled to deduct their indirect costs on contributions received according to their own regulation and rules, taking into account the size and complexity of the Programme. Each UN organization will deduct a maximum of 7% as overhead costs of the total allocation received for the agency.

Other funding modalities, such as a TOE joint programme account, might also be established in order to receive funds from donors willing to contribute to the TOE outside the framework of the UN Action MDTF.

## 8. Monitoring, Evaluation and Reporting

### A. Monitoring

#### Outputs

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<sup>3</sup> The Administrative Agent will charge 1% administration fee for performing the AA functions.

This Programme will be measured against the following criteria:

1. Situations of particular concern identified and reviewed through research and analysis;
2. Assessments conducted on situations of particular concern;
3. National authorities assisted through technical, strategic and programmatic support;
4. Programme efficiently managed and resourced; and
5. Awareness of the work of the TOE by UN and non-UN entities increased.

Table 2: Programme - Monitoring Framework

Outcome: National authorities are assisted in strengthening the rule of law with respect to conflict-related sexual violence.					
Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
From Results Framework (Table 1)	From Results Framework (Table 1)	From identified data and information sources	How is it to be obtained?	Specific responsibilities of participating UN organizations (including in case of shared results)	Summary of assumptions and risks for each result
<b>Output 1: Situations of particular concern identified and reviewed through research and analysis</b>	<p><b>Baseline:</b> 3 situations of particular concern reviewed</p> <p><b>Indicator:</b> # of situations of particular concern reviewed</p> <p><b>Target:</b> (Year 1) 7 situations of particular concern reviewed (Year 2) 7 situations of particular concern reviewed (Year 3) 7 situations of particular concern reviewed</p>	<p>Country dossiers</p> <p>Monthly updates on country situations with regard to sexual violence</p> <p>Matrix of responses taken by the justice system in each country situation</p>	Review means of verification on an ongoing basis	TOE	<p>Assumption: Sexual violence will continue</p> <p>Risks: Low level of reporting; reluctance to pursue cases before the justice system.</p> <p>Mitigating factor: Advocacy and technical support</p>
<b>Output 2: Assessments conducted on situations of particular concern</b>	<p><b>Baseline:</b> 2 TOE assessment missions conducted</p> <p><b>Indicator:</b> # of TOE assessment missions conducted</p> <p><b>Target:</b> (Year 1) 12 TOE assessment missions conducted (Year 2) 12 TOE assessment missions conducted (Year 3) 12 TOE assessment missions conducted</p>	Assessment reports	Review means of verification on an ongoing basis	TOE	<p>Assumption: National authorities provide consent.</p> <p>Risks: lack of cooperation from some national governments; Number of countries requiring assessment reach target levels; Physical conditions / political instability impede field access.</p> <p>Mitigating factors: Build strong links with relevant Ministries (justice and gender); Establish regular communication</p>



					channels with national and local political, administrative and justice authorities; A strongly build roster of experts ready for deployment
<b>Output 3: National authorities assisted through technical, strategic and programmatic support</b>	<p><b>Baseline:</b> No deployments to situations of particular concern by consultants / TOE members</p> <p><b>Indicator:</b> # of deployments to situations of particular concern by consultants / TOE members</p> <p><b>Target:</b> (Year 1) 6 deployments to situations of particular concern by consultants / TOE members</p> <p>(Year 2) 6 deployments to situations of particular concern by consultants / TOE members</p> <p>(Year 3) 6 deployments to situations of particular concern by consultants / TOE members</p>	Terms of reference and end of mission reports for each deployment	Review of means of verification for each deployment	DPKO, UNDP and OHCHR deploy Team Leader, Experts, or consultants to "situations of particular concern"	<p>Assumptions: Governments consent to the deployment of the TOE; Adequate resources provided by governments to fighting impunity for sexual violence; Suitable consultants are identified contracted, and available to deploy.</p> <p>Risk: Lack of political commitment / political instability.</p> <p>Mitigating factor: Advocacy through sustained dialogue.</p>
<b>Output 4: Programme efficiently managed and resourced</b>	<p><b>Baseline:</b> 6 months work plan established</p> <p><b>Indicator:</b> Funds disbursed according to work plan</p> <p><b>Target:</b> (Years 1 - 3) 3 years funding secured</p>	<p>Work plan</p> <p>Semi-annual and annual report</p> <p>Financial report</p>	Review means of verification on an ongoing basis	DPKO, UNDP, OHCHR, SRSG-SVC, TOE	<p>Assumption: Adequate resources provided by governments to fighting impunity for sexual violence</p> <p>Risk: Resources will not be obtained</p> <p>Mitigating factor: Active fundraising by the TOE</p>
<b>Output 5: Awareness of the work of the TOE by UN and non-UN entities increased</b>	<p><b>Baseline:</b> 1 formal request for assistance received by the TOE</p> <p><b>Indicator:</b> # of formal requests for assistance received by the TOE</p> <p>Increase in awareness</p>	<p>Documented requests for assistance received by the TOE</p> <p>Press releases</p>	<p>Review means of verification for each request</p> <p>Review means</p>	DPKO, UNDP, OHCHR, SRSG-SVC, TOE	<p>Assumption: Sexual violence continues to be a priority for governments and communities</p> <p>Risk: UN entities and government</p>

	of the work, value, and modus operandi of the TOE  <b>Target:</b> (Year 1) 6 formal requests for assistance received  (Year 2) 6 formal requests for assistance received  (Year 3) 6 formal requests for assistance received	and briefings, publications, interviews, participation in workshops and other events	of verification on an ongoing basis		counterparts priorities shift away from issues of sexual violence  Mitigating factor: Active awareness raising by TOE
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Annual/Regular reviews

The Team Leader, under the supervision of the SRSO-SVC and in close consultation with the co-lead entities, is responsible for conducting regular reviews of the work carried out by the TOE, every 6 months, including through the performance reviews of individual team members.

**B. Evaluation**

The Team Leader, under the supervision of the SRSO-SVC and in close consultation with the co-lead entities, will be responsible for evaluation(s) of the Programme. An evaluation will be conducted at least once before the end of this Programme. The results of the evaluation will be used to improve the efficiency and effectiveness of the Team. If deemed necessary by the Advisory Group, an external evaluation may also be undertaken.

The Team Leader will also be responsible for managing the risks and assumptions identified in Table 2 to achieve the agreed Programme results. At a minimum, these will be reviewed during regular reviews and revised as appropriate.

**C. Reporting**

The Team Leader, under the supervision of the SRSO-SVC and in close consultation with the co-lead entities, will be responsible for common narrative reporting on the Programme results, including annual and final consolidated narrative reports.

The TOE will produce end of mission reports, including findings and recommendations. The end of mission reports will be shared with the SRSO-SVC, the Advisory Group, and the SRSO/DSRSO/RC for follow-up and appropriate action. The end of mission reports will also be shared with the host government and the Secretary-General via the SRSO-SVC, as appropriate, and should contain recommendations on follow-up actions (e.g. inclusion in reports to the Security Council). Mission reports are also provided by Team members to their respective entities.

Each **Participating UN Organization** will prepare the following reports on its contribution in accordance with its financial rules and regulations:

- Annual financial statements and reports as of 31 December with respect to the funds disbursed to it from the Joint Programme Account, to be provided no later than four months (30 April) after the end of the calendar year;
- Certified final financial statements and final financial reports after the completion of the activities in the Joint Programme Document and including the final year of the activities in the Joint Programme Document, to be provided no later than six months (30 June) of the year following the financial closing of the Joint Programme.

The **Administrative Agent** will:

- Prepare annual and final consolidated narrative and financial progress reports, based on the narrative consolidated report prepared by the TOE and the financial statements/reports submitted by each of the Participating UN Organizations;
- Provide those consolidated reports to each donor that has contributed to the Joint Programme Account, in accordance with the timetable established in the Standard Administrative Arrangement;
- Provide the donors, and the Advisory Group with:
  - Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year;
  - Certified final financial statement ("Source and Use of Funds") to be provided no later than seven months (31 July) of the year following the financial closing of the Joint Programme.

## **9. Legal Context or Basis of Relationship.**

Security Council Resolution 1888 requires that any deployment of the TOE be based on the consent of the host government. Accordingly, the deployment of the TOE to a given country will be based on a written request or other appropriate document. In addition, the TOE will develop a terms of reference for each deployment in consultation with the concerned government, UN agencies in country and other relevant stakeholders that will be shared with the host government for its endorsement.

The co-lead entities agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision will be included in all sub-contracts or sub-agreements entered into under this Programme document.

The Administrative Agent and the Participating UN Organizations will sign the UNDG-approved Standard Memorandum of Understanding (MOU) for this Joint Programme.

The donors contributing to the Joint Programme will sign with the Administrative Agent the UNDG-approved Standard Administrative Arrangement (SAA) for this Joint Programme.

## 10. Work plans and budgets

Year: 2012

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME												RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 Jan-Mar			Q2 Apr-June			Q3 July-Sept			Q4 Oct-Dec				Funding Source	Budget Description	Amount
		1	2	3	1	2	3	1	2	3	1	2	3				
		X	X	X	X	X	X	X	X	X	X	X	X				
<b>Output 1:</b> Situations of particular concern identified and reviewed through research and analysis	1.1 Solicit regular updates from field offices	X	X	X	X	X	X	X	X	X	X	X	X	TOE			
Baseline: 3 situations of particular concern reviewed	1.2 Identify and review key documents	X	X	X	X	X	X	X	X	X	X	X	X	TOE			
Indicators: # of situations of particular concern reviewed	1.3 Identify and consult relevant interlocutors	X	X	X	X	X	X	X	X	X	X	X	X	TOE			
Targets: (Year 1) 7 situations of concern reviewed	1.4 Analyze and systematize information	X	X	X	X	X	X	X	X	X	X	X	X	TOE			
(Year 2) 7 situations of concern reviewed	1.5 Prepare dossiers																
(Year 3) 7 situations of concern reviewed		X	X	X	X	X	X	X	X	X	X	X	X	TOE			
<b>Output 2:</b> Assessments conducted on situations of particular concern	2.1 Assess requests for assistance and send responses	X	X	X	X	X	X	X	X	X	X	X	X	TOE			
Baseline: 2 TOE assessment missions conducted	2.2 Plan assessment missions	X	X	X	X	X	X	X	X	X	X	X	X	TOE			



<p><b>Output 3:</b> National authorities assisted through technical, strategic, and programmatic support</p>	<p>3.1 Recruit and deploy consultants rapidly "to situations of particular concern"<sup>4</sup></p>	X	X	X	X	X	X	X	X	X	X	953,496
<p><i>Baseline:</i> No deployments to situations of particular concern by consultants / TOE members</p>	<p>3.2. Prepare draft Terms of Reference for consultation with the concerned government including draft work plans, programmes of meetings and operational requirements for use by the SRSG and United Nations partners in the country concerned</p>	X	X	X	X	X	X	X	X	X	TOE	
<p><i>Indicators:</i> # of deployments to situations of particular concern by consultants / TOE members</p>	<p>3.3 Provide technical, strategic, and programmatic advice through mentoring to key national staff</p>	X	X	X	X	X	X	X	X	X	TOE/Consultants	
<p><i>Targets:</i> (Year 1) 6 deployments to situations of particular concern by consultants / TOE members</p>	<p>3.4 Arrange for translators during deployments of the TOE to "situations of particular concern"</p>	X	X	X	X	X	X	X	X	X	DPKO	25,000

<sup>4</sup> Consultants may also be deployed for assessment mission - output 2.









**Annex A**  
**Team of Experts**  
**15 April 2011**

Mr. Innocent Balemba Zahinda, the Team Leader is a national of the Democratic Republic of Congo (DRC). He brings more than 20 years' experience in Human Rights monitoring and reporting and support to national institutions and civil society organizations. Innocent previously served as; Representative of OHCHR in Chad; Head of the UN Human Rights office in West and in Southern Darfur (Sudan); Head of Amnesty International's Africa Regional Office, Director of Héritiers de la Justice (NGO) in eastern Congo.

Mr. Toby Bonini (UNDP), a national of the United States of America (USA), brings more than 7 years' experience providing technical and programmatic advice in the areas of human rights and rule of law. Prior to joining the Team of Experts, Toby served as Programme Specialist – Rule of Law (UNDP) in Sudan; Project Officer – Rule of Law (UNDP) in Indonesia; Programme Officer – Technical/Justice (UNDP) in Afghanistan; and Programme Specialist – Human Rights (UNDP) in Mongolia.

Ms. Susan Kemp (DPKO), a national of the United Kingdom, has spent 19 years as litigation lawyer and legal adviser, 15 of those in international criminal and human rights law, including legal representation of victims of conflict-related crimes, criminal investigations and technical assistance to prosecutors, judges, NGOs and National Human Rights Institutions. She previously worked as appeals counsel for the Scottish Refugee Council, Legal Director of the Guatemalan NGO, CALDH, Senior Prosecutions Consultant at the International Center for Transitional Justice, Criminal Investigator for the ICC and Legal Adviser to Impunity Watch, etc.

Ms. Gloria Carrera (OHCHR), a national of Spain, brings more than 7 years' experience in human rights monitoring and reporting, with focus on violence against women. Prior to joining the team of experts, Gloria served with the OHCHR where she provided support to the UN Special Rapporteur on violence against women, and the UN Special Rapporteur on racism. Previously, Gloria worked for the ILO's International Programme on the Elimination of Child Labour and for various NGOs working for the promotion and protection of women's and children's rights in Haiti.

The team is assisted by Ms. Milena Sonnenberg, a national of Peru, who has spent more than 17 years providing support to various parts of the United Nations, including; the United Nations Mine Action Service, the Office of the SRSB for Children and Armed Conflict CAAC) and UNIFEM.

**Annex B**  
**Team of Experts: Rule of Law – Sexual Violence in Conflict**  
**Advisory Group**  
**Terms of Reference**

*Background* – On 30 September 2009, the Security Council unanimously adopted Resolution 1888, which builds upon the principles and obligations of previous Security Council Resolutions 1325 (2000) and 1820 (2008). Operative paragraph 8 of the Resolution calls upon the Secretary-General of the United Nations to take measures to identify and deploy rapidly a Team of Experts “to situations of particular concern with respect to sexual violence in armed conflict” in order to “assist national authorities . . . to strengthen the rule of law”. A subsequent concept note produced by the co-lead entities decided the establishment of an Advisory Group, which will be chaired by the Team Leader to provide substantive and programmatic advice to the team of experts.

*Objectives* –The Advisory Group provides strategic and programmatic advice and support the Team of Experts.

*Role of the Advisory Group*- its role includes *inter alia*:

- *Provide strategic advice on engagements of the Team of Experts;*
- *Propose possible areas of engagement to the Team of Experts;*
- *Advise on the management of roster of experts;*
- *Consider the Team’s reports and recommendations from assessments and deployments; and*
- *Support the Team in its efforts to explore funding and fundraising avenues.*
- *Advising on the distribution of funds among entities.*

*Chair of the Advisory Group* – The Advisory Group meetings shall be chaired by the Team Leader of the Team of Experts. The SRSG will also be able to convene meetings of the Advisory Group when she deems it necessary, in consultation with the Chair. In case of absence, the Chair will designate a member of the Advisory Group to convene the meeting(s).

*Size and Composition of the Advisory Group* – The Advisory Group shall consist of a representative from each of the United Nations entities contributing a member to the Team of Experts (DPKO, OHCHR, UNDP). If and in case an additional entity contributes a member to the Team of Experts, the entity will also be requested to identify a representative to participate in the Advisory Group. Members of the Advisory Group will designate an alternate person who will represent the entity to the meetings, in case of absence.

*Other Participants* – The Chair may request the participation of other entities or individuals as appropriate.

*Meeting Frequency* – The Advisory Group will hold its regular meetings on a quarterly basis, based on an agreed calendar. Ad hoc meetings can be convened by the Chair if the need is established.

*Meeting Locations* – The meetings of the Advisory Group shall be convened at a location designated by the Chair. The meeting should normally take place in the meeting room of the office of the SRSG-SVC, but could be also held in another co-lead entity’s premises.

*Agenda* – An agenda will be prepared by the Chair in consultation with the representatives to the Advisory Group and shared in advance of each meeting.

*Meeting Minutes* – Minutes of each Advisory Group meeting shall be prepared by the Chair and shared with each representative to the Advisory Group.

### **Representatives to the Advisory Group**

1. Mr. Alejandro E. Alvarez  
Senior Advisor and Team Leader, Rule of Law Justice & Security  
UNDP
2. Mr. Robert A. Pulver  
Chief, Criminal Law and Judicial Advisory Service  
DPKO
3. Mr. Charles Radcliffe  
Chief, Global Issues Section  
OHCHR

**Annex C: DETAILED ESTIMATED ANNUAL BUDGET**

		No. of Staff Members	Unit of Measurement	Per Unit Cost in USD	Total in USD	Per Unit Cost in € <sup>5</sup>	Total Cost in €
<b>TOE Staff</b>							
	Team Leader (D1)	1	1 year	298,800	298,800	223,170	223,170
	Experts (P4)	3	1 year	221,900	665,700	165,735	497,204
	Administrative Assistants (GS)	1	1 year	97,700	97,700	72,971	72,971
	<b>SUBTOTAL</b>				<b>1,062,200</b>		<b>793,345</b>
<b>TOE Travel</b>							
	Experts Travel	4	6 missions per year <sup>6</sup>	8,433 <sup>7</sup>	202,392	6,299	151,164
	Experts DSA	4	126 days each <sup>8</sup>	358 <sup>9</sup>	180,432	267	134,763
	Expert Terminal Expense	4	6 missions per year	200	4,800	149	3,585
	<b>SUBTOTAL</b>				<b>387,624</b>		<b>289,512</b>
<b>Consultants</b>							
	Consultant Fees	18	60 days each	27,000 <sup>10</sup>	486,000	20,166	362,988
	Consultant Travel	18	1 mission	4,292 <sup>11</sup>	77,256	3,206	57,702
	Consultant DSA	18	60 days each	358	386,640	267	288,777
	Consultant Terminal Expenses	18	1 mission	200	3,600	149	2,689
	<b>SUBTOTAL</b>				<b>953,496</b>		<b>712,156</b>
<b>Other costs</b>							
	Awareness Raising			20,000	20,000	14,938	14,938
	Translators/interpreters during deployments			25,000	25,000	18,672	18,672
	Roster management support	1	1 year	150,000	150,000	112,033	112,033
	<b>SUBTOTAL</b>				<b>195,000</b>		<b>145,643</b>
	<b>TOTAL (without Programme Support Costs)</b>				<b>2,598,320</b>		<b>1,940,657</b>
	Programme Support Costs (7%)				181,882		135,846
	<b>TOTAL</b>				<b>2,780,202</b>		<b>2,076,502</b>

<sup>5</sup> The costs expressed in € are representative. The costs expressed in \$ are fixed. The exchange rate used to convert \$ to € is .746889 (as of 6 December 2011).

<sup>6</sup> Assume 12 missions per year, but only 2 TOE members per mission.

<sup>7</sup> Estimated travel cost: Africa - \$12,000; Asia - \$13,200; Middle East - \$9,800; Europe - \$5,700; Central America / Caribbean - \$900; South America - \$9,000. Estimated Average Travel

Cost = \$8433.

<sup>8</sup> Assumes average of 21 days per mission.

<sup>9</sup> Estimated DSA cost per day: Africa - \$300; Asia - \$300; Middle East - \$350; Europe - \$480; Central America / Caribbean - \$400; South America - \$320. Estimated Average DSA per day = \$358.

<sup>10</sup> Assume \$450 per day. Fee \$13,500/month x 2 months = \$27,000 per Consultant.

<sup>11</sup> Estimated travel cost: Africa - \$6,000; Asia - \$6,600; Middle East - \$4,900; Europe - \$2,850; Central America / Caribbean - \$900; South America - \$4,500. Estimated Average Travel

Cost = \$4292.

**Annex D: SUMMARY ESTIMATED 3 YEAR BUDGET**

	<b>Year 1 USD</b>	<b>Year 2 USD</b>	<b>Year 3 USD</b>	<b>Total Budget USD</b>	<b>Year 1 €<sup>12</sup></b>	<b>Year 2 €</b>	<b>Year 3 €</b>	<b>Total Budget €</b>
<b>TOE Staff Salaries</b>	1,062,200	1,062,200	1,062,200	<b>3,186,600</b>	793,345	793,345	793,345	<b>2,380,036</b>
<b>TOE Travel</b>	387,624	387,624	387,624	<b>1,162,872</b>	289,512	289,512	289,512	<b>868,536</b>
<b>Consultant Fees</b>	486,000	486,000	486,000	<b>1,458,000</b>	362,988	362,988	362,988	<b>1,088,964</b>
<b>Consultant Travel</b>	467,496	467,496	467,496	<b>1,402,488</b>	349,168	349,168	349,168	<b>1,047,503</b>
<b>Other Costs</b>	195,000	195,000	195,000	<b>585,000</b>	145,643	145,643	145,643	<b>436,930</b>
<b>TOTAL (without Programme Support Costs)</b>	2,598,320	2,598,320	2,598,320	<b>7,794,960</b>	1,940,657	1,940,657	1,940,657	<b>5,821,970</b>
<b>Programme Support Costs (7%)</b>	181,882	181,882	181,882	<b>545,646</b>	135,846	135,846	135,846	<b>407,537</b>
<b>TOTAL</b>	2,780,202	2,780,202	2,780,202	<b>8,340,606</b>	2,076,502	2,076,502	2,076,502	<b>6,229,507</b>

<sup>12</sup> The costs expressed in € are representative. The costs expressed in \$ are fixed. The exchange rate used to convert \$ to € is .746889 (as of 6 December 2011).

**Annex E: DETAILED ESTIMATED ANNUAL BUDGET BY ENTITY**

Entity	Category	Description	No. of Staff Members	Unit of Measurement	Per Unit Cost in USD	Total in USD	
DPKO	Salary	Team Leader (D1)	1	1 year	298,800	298,800	
		Expert (P4)	1	1 year	221,900	221,900	
		Administrative Assistants (GS)	1	1 year	97,700	97,700	
	<b>Salary Total</b>						<b>618,400</b>
	Travel	Experts Travel	2	6 missions per year <sup>13</sup>	8,433 <sup>14</sup>	101,196	
		Experts DSA	2	126 days each <sup>15</sup>	358 <sup>16</sup>	90,216	
		Expert Terminal Expense	2	6 missions per year	200	2,400	
	<b>Travel Total</b>						<b>193,812</b>
	Other Costs	Awareness Raising			20,000	20,000	
		Translators/interpreters during deployments			25,000	25,000	
	<b>Other Costs Total</b>						<b>45,000</b>
	<b>Sub-Total without Programme Support Cost</b>						<b>857,212</b>
	<b>Programme Support Costs (7%)</b>						<b>60,005</b>
<b>Total</b>						<b>917,217</b>	
UNDP	Salary	Expert (P4)	1	1 Year	221,900	221,900	
	<b>Total Salary</b>						<b>221,900</b>
	Travel	Experts Travel	1	6 missions per year <sup>17</sup>	8,433 <sup>18</sup>	50,598	
		Experts DSA	1	126 days each <sup>19</sup>	358 <sup>20</sup>	45,108	
		Expert Terminal Expense	1	6 missions per year	200	1,200	
	<b>Total Travel</b>						<b>96,906</b>
	Consultants	Consultant Fees	18	60 days each	27,000 <sup>21</sup>	486,000	
		Consultant Travel	18	1 mission	4,292 <sup>22</sup>	77,256	
Consultant DSA		18	60 days each	358	386,640		

<sup>13</sup> Assume 12 missions per year, but only 2 TOE members per mission.

<sup>14</sup> Estimated travel cost: Africa - \$12,000; Asia - \$13,200; Middle East - \$9,800; Europe - \$5,700; Central America / Caribbean - \$900; South America - \$9,000. Estimated Average Travel Cost = \$8433.

<sup>15</sup> Assumes average of 21 days per mission.

<sup>16</sup> Estimated DSA cost per day: Africa - \$300; Asia - \$300; Middle East - \$350; Europe - \$480; Central America / Caribbean - \$400; South America - \$320. Estimated Average DSA per day = \$358.

<sup>17</sup> Assume 12 missions per year, but only 2 TOE members per mission.

<sup>18</sup> Estimated travel cost: Africa - \$12,000; Asia - \$13,200; Middle East - \$9,800; Europe - \$5,700; Central America / Caribbean - \$900; South America - \$9,000. Estimated Average Travel Cost = \$8433.

<sup>19</sup> Assumes average of 21 days per mission.

<sup>20</sup> Estimated DSA cost per day: Africa - \$300; Asia - \$300; Middle East - \$350; Europe - \$480; Central America / Caribbean - \$400; South America - \$320. Estimated Average DSA per day = \$358.

<sup>21</sup> Assume \$450 per day. Fee \$13,500/month x 2 months = \$27,000 per Consultant.

<sup>22</sup> Estimated travel cost: Africa - \$6,000; Asia - \$6,600; Middle East - \$4,900; Europe - \$2,850; Central America / Caribbean - \$900; South America - \$4,500. Estimated Average Travel Cost = \$4292.

	Consultant Terminal Expenses	18	1 mission	200	3,600	
<b>Total Consultants</b>					<b>953,496</b>	
<b>Roster</b>	Roster management support	1	1 year	150,000	150,000	
<b>Total Roster</b>					<b>150,000</b>	
<b>Sub-Total without Programme Support Cost</b>					<b>1,422,302</b>	
<b>Programme Support Costs (7%)</b>					<b>99,561</b>	
<b>Total</b>					<b>1,521,863</b>	
<b>OHCHR</b>	<b>Salary</b>	Expert (P4)	1	1 Year	221,900	221,900
	<b>Total Salary</b>					<b>221,900</b>
	<b>Travel</b>	Experts Travel	1	6 missions per year <sup>23</sup>	8,433 <sup>24</sup>	50,598
		Experts DSA	1	126 days each <sup>25</sup>	358 <sup>26</sup>	45,108
		Expert Terminal Expense	1	6 missions per year	200	1,200
	<b>Total Travel</b>					<b>96,906</b>
<b>TOTAL (without Programme Support Costs)</b>					<b>318,806</b>	
<b>Programme Support Costs (7%)</b>					<b>22,316</b>	
<b>TOTAL</b>					<b>341,122</b>	

<sup>23</sup> Assume 12 missions per year, but only 2 TOE members per mission.

<sup>24</sup> Estimated travel cost: Africa - \$12,000; Asia - \$13,200; Middle East - \$9,800; Europe - \$5,700; Central America / Caribbean - \$900; South America - \$9,000. Estimated Average Travel Cost = \$8433.

<sup>25</sup> Assumes average of 21 days per mission.

<sup>26</sup> Estimated DSA cost per day: Africa - \$300; Asia - \$300; Middle East - \$350; Europe - \$480; Central America / Caribbean - \$400; South America - \$320. Estimated Average DSA per day = \$358.