

25 February 2015

## **Terms of Reference**

### **Confidentiality Risk Assessment and Response**

Implementing entity:

Office of the United Nations Ombudsman and Mediation Services (UN Secretariat)

#### **I. Background, organizational setting and reporting**

The Office of the United Nations Ombudsman and Mediation Services (UNOMS) was established by the General Assembly with the mandate to provide informal conflict resolution services to UN Secretariat staff globally. By helping staff to resolve their workplace related disputes, UNOMS contributes to a harmonious and productive workplace. UNOMS is headquartered in New York and has seven regional branches in Bangkok, Entebbe, Geneva, Goma, Nairobi, Santiago and Vienna. More detailed information about the mandate of UNOMS is available at [www.un.org/ombudsman](http://www.un.org/ombudsman).

UNOMS' work is guided by four main principles: informality, confidentiality, neutrality and independence. For UNOMS to carry out its mandate successfully these principles need to be upheld by all staff of the Office at all times. To better assist its staff in maintaining confidentiality, UNOMS is planning to conduct assessment identifying the main risks that could impact adherence to this principle and recommending concrete measures that will enable all staff of the Office to proactively manage such risks. For this reason, UNOMS is seeking to contract the services of a consultant to undertake 1) a risk assessment of –confidentiality- within UNOMS operations; and 2) to draft a response mechanism (Operational Guidelines on Preserving Confidentiality) that will allow mitigating the identified risks.

#### **Terms of Contract**

Consultants are engaged under the provisions of ST/AI/2013/4 (annexed to this Terms of Reference). Interested parties are encouraged to familiarize themselves prior to submitting their application with the provisions of this Administrative Instruction, which sets contractual terms and conditions, legal status and fee ranges. Travel and other expenses, such as accommodation, that will be incurred in conjunction with delivery of the services requested will be reimbursed at UN standard rates for consultants.

#### **II. Duty Station**

Part of the work will be carried out at the headquarters of UNOMS in New York City. Preparatory work and follow-ups can be carried out from any other location.

### III. Activities and Expected Outputs

Under the general authority of the United Nations Ombudsman and under the immediate supervision of the Chief of Office the work will include the following:

1. **Preparatory work** (from alternate location): The consultant will undertake a desk review of confidentiality procedures that are currently in place in UNOMS. The consultant will also develop and conduct an anonymous survey among UNOMS staff to identify current practices across the Office and possible deviations. Further, the consultant will develop benchmarks against which confidentiality procedures should be measured (3 days).
2. **On-site assessment** (New York): The consultant will undertake an assessment to review confidentiality procedures on-site and to identify risk areas. Areas for assessment will include a review of: the physical premises at headquarters; regular day-to-day communication processes within the office; interaction with clients and other parties to disputes; filing and record management; electronic communications; and database management. To this end, the consultant will also conduct interviews with individual staff at headquarters and telephone calls with the staff in the seven (7) regional branches. Towards the end of the on-site assessment, the consultant will provide an update to office management regarding preliminary findings and proposed recommendations taking into account UNOMS' specific requirements (5 days).
3. **Report writing** (from alternate location): The consultant will draw up a report outlining main risk areas including their priority level; practices that are currently working well and should be continued as well as areas that would require adjustments. In consultation with management the consultant will also draft Operational Guidelines on preserving confidentiality for staff of the Office outlining the risk areas and the essential steps to be taken to mitigate these (3 days).
4. **Debriefs** (from alternate location): Upon endorsement of the report and the draft guidelines, the consultant will conduct a confidentiality capacity building workshop with UNOMS' staff at which the draft guidelines will be introduced and discussed with the objective to issue commonly agreed guidelines thereafter. The workshop will be conducted through teleconferencing and will last up to three (3) hours. As needed the consultant will conduct additional individual coaching sessions with individual staff and regional branches to ensure the effective implementation of the guidelines (3 days).

Throughout the assignment, an Officer will be assigned to the consultant to support and guide the work of the consultant. The consultant will train this Officer to become the confidentiality risk owner and focal point for staff after conclusion of the assignment.

The work should be undertaken and completed **by 31 July 2015**.

The total number of days required to provide above listed outputs is **14 days**.

#### **IV. Qualifications, Experience and languages**

##### **Education**

Advanced university degree (Master's degree or equivalent) in alternative dispute resolution, administration, human resources management, law, social sciences or related field. A combination of relevant qualifications and experience may be accepted in lieu of a university degree.

##### **Work Experience**

A minimum of ten years of progressively responsible experience in consulting public administrations and other large corporations on internal management processes. Some of it should be in an international/multicultural environment. Experience in conducting assessments and evaluations are desirable. Experience with dispute resolution systems and/or areas of work requiring strict adherence to confidentiality is desirable.

##### **Languages**

English and French are the working languages of the United Nations Secretariat. For this assignment, fluency in oral and written English is required. Working knowledge of a second official language of the United Nations is highly desirable.

#### **V. Contacts and required documentation**

Interested candidates are invited to submit an application to the attention of Ms. Valentina Barca at [barca@un.org](mailto:barca@un.org) with copy to Mr. Helge Haugland at [hauglandh@un.org](mailto:hauglandh@un.org) by the deadline of **20 March 2015**.

- A completed P-11 form (annexed).
- A cover letter indicating relevant experience and proposed approach for completing the current assignment.
- A list of relevant similar projects delivered over the past five years including references.
- Documentary proof of highest education attained and relevant certification.