

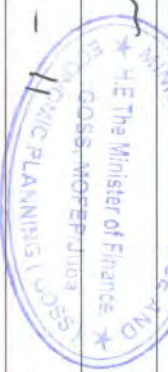


# UNDP Southern Sudan

## 2011 Annual Work Plan

Project name	Amount
Institutional Support to the Ministry of Legal Affairs and Constitutional Development (MOLACD)	US\$ 1,449,043.23

<p>H.E David Deng Athorbei  <b>Minister of Finance and Economic Planning</b>                  Government of Southern Sudan</p>	<p>Mr. Joe Feeney                  Head of Office                  UNDP Southern Sudan Programme</p>
<p>Signature: </p>	<p>Signature: </p>
<p>Date: 25-01-11</p>	<p>Date: </p>





United Nations Development Programme  
Southern Sudan  
Annual Work Plan For 2011

<b>Project Title</b>	Institutional Support to Ministry of Legal Affairs and Constitutional Development (MOLACD)
<b>UNDAF Outcome(s):</b>	By end of 2012, improved democratic governance at all levels based on human rights standards with particular attention to women, children, displaced populations, and other vulnerable groups toward achieving sustainable peace and development
<b>Expected CP Outcome(s):</b>	Rights upheld and protected through Accountable, accessible and equitable rule of law institutions
<b>Expected CP Output(s):</b>	Capacities strengthened of Rule of Law institutions
<b>Implementing Partner:</b>	UNDP
<b>Responsible Parties:</b>	UNDP in support of Ministry of Legal Affairs and Constitutional Development (MOLACD)

**Brief Description**

The MOLACD project was intended to contribute to the UNDP Country Programme Outcome on support to strengthening institutional capacity of Rule of Law institutions, and promoting rule of law in Southern Sudan, as well as the United Nations Development Assistance Framework (UNDAF). This projects aims to support the GOSS as the CPA and peaceful resolution of conflicts in Southern Sudan the creation of an enabling environment for the promotion and protection of human rights and the rule of law after decades of conflict and insecurity. For 2010, the project will address the following output:

- MOLACD and Regional State Attorneys reinforced.

The project planned for implementation in 2006 – 2008 was extended into 2009 to allow for redesign of the project document for implementation in 2009 – 2012. The result in the Annual Work Plan is a continuation and consolidation on the 2008 result regarding reinforcing MOLACD and the Regional State Attorneys. However, a new activity on development and harmonisation of Customary Law in Southern Sudan is introduced in this Annual Work plan for enhancing development results to be achieved by the project in the year.

Programme Period:	2009-2012	2011 AWP budget:	\$ 1,449,043.23
Programme Component:	00043821	Total resources required:	\$ 1,449,043.23
Atlas Award ID:	Jan.2010	Total allocated resources:	\$
Start Date:	Dec. 2011	• Regular:	
End Date:	19 Nov. 2009	• Other:	
PAC Meeting Date:		◦ DFAIT	\$ 699,043.23
Management Arrangements:		◦ Dutch	\$ 750,000
		◦ DFID	
		◦ EC	\$ 36,755.15

Agreed by the Ministry of Finance and Economic Planning:  
Agreed by [project's GOSS Counterpart]:  
Agreed by UNDP:

I. SUPPORT TO MINISTRY OF LEGAL AFFAIRS AND CONSTITUTIONAL DEVELOPMENT (MOLACD) PROJECT: ANNUAL WORK PLAN  
Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<b>Output 1: 00051298</b> MOLACD and Regional State Attorneys reinforced.	<b>Activity result 1: Technical Assistance Policy and Strategy Provided</b>								
	1.1 – Conduct workforce analysis, competency profiles and design competency training programmes based on identified gaps.		X	X		UNDP in support of MOLACD	DUTCH/SP	Contractual Service Consultant (International)	55,780
	1.2 -Provide technical advice and material support to develop decentralization and devolution policy and strategy & constitutional development support		X	X		UNDP in support of MOLACD		Supplies	10,000
	1.3.- Provide technical advice and support to develop legal aid strategy and programmes to train lawyers to provide legal aid.		X	X		UNDP in support of MOLACD		Miscellaneous	5,000
	1.4 Establish web based E-library for MolACD			X	X	UNDP in support of MolACD		Trainings, workshops and conferences	10,000
	1.5 Support implementation of MolACD strategic plan	X	X			UNDP in support of MOLACD		Equipment and Furniture (Computers & printers for State Offices)	30,000
<b>Subtotal activity result</b>							GMS7%	10,220	
									<b>146,000</b>

**Baseline**

- MOLACD was established in January 2006 and currently has 340 staff at HQ and 309 in the 10 States making it a total of 658 staff including both professional and support staff.
- Very few of the MOLACD staff can effectively write and or communicate in English and few of the legal counsellors have been trained in the common law system in order to carry out its mandate efficiently such as effectively



EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
<p>providing legal advisory functions to different governmental agencies, drafting and/or reviewing legislative bills; policy making on customary laws and coordination.</p> <ul style="list-style-type: none"> <li>Since 2007 a large number of Legal counsellors underwent various trainings in English, common law system, computer skills, and many more were trained in adhoc legal courses such as legal English and legislative drafting. Much needs to done in order to meet MOLACD's additional functions to effectively carry out its mandate and this include dissemination of the legal instrument and the laws among institutions at all levels of government and to decentralize fully its functions to the states.</li> </ul>	<b>Activity result 2: Capacity Development for Legal Counsellors and Staff</b>									
	2.1	Conduct training for legal counsellors on substantive common law subjects	X	X			UNDP in support of MOLACD (IDLO)	Dutch & UNDP	Contractual service Indivi	25,000
	2.2	Conduct training in English language to improve the language and advocacy skills of Legal counsellors		X	X		UNDP in support of MOLACD		Contractual service, companies	89,122
	2.3	Organize and coordinate trainings and workshops to strengthen capacity of director, legal counsellors and administrative support staff (Finance, ICT, HR, Procurement, Drivers,)		X	X	X	UNDP in support of MOLACD		Communication & Audio Visual Equipment	10,400
	2.4	Conduct further training and workshops on mainstreaming human rights based approach, gender, children, vulnerable groups using psychosocial approach		X	X		UNDP in support of MOLACD		Travel Supplies Miscellaneous GMS 7%	10,000 5,000 5,000 10,878
2.5	Support the establishment and development of the Legal Training Centre	X	X	X	X	UNDP in support of MOLACD				

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Targets</b> <ul style="list-style-type: none"> <li>• Consultants/technical advisors recruited</li> <li>• Legal personnel profile and competency assessment conducted.</li> <li>• 1500 Copies of newly enacted laws printed and disseminated</li> <li>• E-library developed and functional</li> <li>• 1 Customary Law Centre constructed and furnished in Rumbek</li> <li>• 1 customary law ascertainment consultant recruited with 3 research assistance</li> <li>• 1 workshop conducted on customary law ascertainment</li> </ul>	<b>Subtotal activity result 2</b>								
<b>Activity result 3: Project Management activities</b>									
	3.1 Conduct monitoring visits to training institutions and construction sites	X	X	X	X	UNDP & MOLACD	DFAIT & Dutch	Contractual Services Individuals	119,000
	3.2 Preparation of periodic reports (monthly, quarterly and annually) and updating management information on the project/financial progress against AWP	X	X	X	X	UNDP & MOLACD	Fix Term Maintenance & Operation of Transport Equipment	89,000	
							3% rental & maintenance	43,471.29	
							1% contribution	14,490.42	
							1% reimbursement cost	14,490.42	
							GMS 7%	20,351.87	
<b>Subtotal activity result 3</b>									
<b>Activity result 4: Printing and Dissemination of Legal Instrument and the Laws</b>									
	4.1 Printing of Laws of Southern Sudan	X				UNDP & MOLACD	Dutch & UNDP, Training workshop & conference	20,085.77	

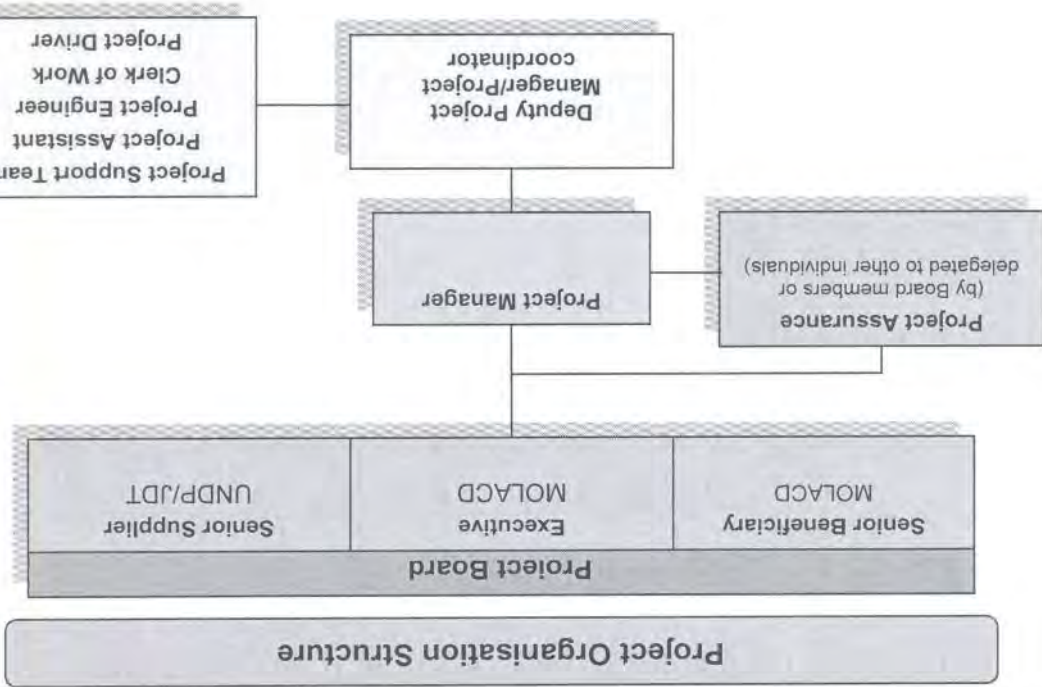
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<ul style="list-style-type: none"> <li>Scheduled periodic project monitoring and progress/financial reports prepared</li> <li>Schedule periodic review conducted</li> <li>Project Management activities implemented in line with approved workplan</li> </ul>	4.2 Support dissemination workshops on newly enacted legislation to ROL actors at the states	X	X	X		UNDP & MOLACD	Contractual services companies	58,254.47	
								Contractual services (Indivi)	26,515.47
									Travel & DSA
						Supplies	3,000		
						GMS 7%	9,652.55		
	<b>Subtotal activity result</b>							<b>137,507.94</b>	
<b>Activity result 5: Customary Law Harmonization and Development</b>									
<ul style="list-style-type: none"> <li>Number of consultants hired to develop capacity of MoLACD</li> <li>Number of MoLACD staff trained on various skills to build their</li> </ul>	5.1 Customary law research centre constructed and furnished	X	X	X		UNDP & MOLACD	Contractual services companies	367,398.00	
								DFAIT	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		Amount
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	
<ul style="list-style-type: none"> <li>capacity.</li> <li>Number of training awareness workshops conducted</li> <li>Customary law ascertained and strategy developed</li> <li>1 Customary law Resource Centre constructed</li> </ul>	5.2 Customary law research and ascertainment conducted in the 10 states	X	X	X			Contractual services indiv (Consultants)	163,326	
							Equipment and furniture	61,000	
							Travel DSA	36,000	
							Supplies	4,000	
							Miscellaneous GMS 7%	18,386.26 48,933.03	
<b>Subtotal activity result</b>								<b>699,043.29</b>	
<b>Grand Total</b>								<b>1,449,043.23</b>	



## MANAGEMENT ARRANGEMENTS

The project will be managed by [UNDP under UNDP's Direct Implementation (DIM)] modality in close collaboration with the designated counterparts in GoSS (as nominated by H.E. Minister of Legal Affairs and Constitutional Development (MoLACD)). A Project Board is established, chaired by the Undersecretary of the Ministry, with membership of Counsel General for Training and research and the Advocate General. The board meet on a quarterly basis.



Members of Project Executive Board have assurance responsibilities in addition to specific project management decision-making responsibilities. In this respect, the Executive Role has the overall project assurance responsibilities; the Senior Beneficiary Role has project results assurance responsibilities; and the Senior Supplier Role has supplier assurance responsibilities.

**Project Assurance Role:** The Project Assurance Role supports the Project Executive Board and UNDP Programme Management by carrying out objective and independent project oversight, and monitoring function. The Head of Rule of Law Unit will provide leadership in the performance of the functions in the Project Assurance Role.

**Project Team:** The Project Team will be composed of comprise the members of the Project Manager Role, project staff in the Project Support Role, and project-recruited members of the three Project Teams. Each member of the Project Team will have at least one appropriate counterpart in MoLACD in line with the project strategy on capacity building for sustainability of the



• **Infrastructure Development Team:** The Infrastructure Development Team will be responsible for coordinating the planning and development of infrastructures, including buildings, equipment, and furniture of MoLACD (Customary Law Research Centre in Rumbek) and providing strategic advisory support on the effective and efficient infrastructure procurement, utilisation and management in MoLACD. Information contained in the Infrastructure Needs Assessment Report of MoLACD will form the baseline for the work of the team. The team will work in partnership with other technical assistance organisations working with MoLACD. The National Project Engineer will head the team, with membership composed of clerk of works.

The Capacity Development Advisor/Specialist will head the team, and work with qualified MoLACD counterparts on human resources development. The function will include organising and coordinating of training and self-development activities of staff members of MoLACD, and providing relevant advisory support services to MoLACD on the issue.

• **Capacity Development Team:** The Capacity Development Team will be responsible for coordinating human resource capacity development, legal research, and advisory services of the project to MoLACD by the project in an integrated manner, and in partnership with other technical assistance organisation working with MoLACD. Information contained in the Training Needs Assessment Report of MoLACD will form the baseline for the work of the team.

c. **Project Teams:** The project team will comprise the following with responsibilities in the project management, and collaborative implementation of their respective technical assistance activities in the project through integration of the teams into relevant units in MoLACD

Rule of Law Unit Programme staff will be providing service-on-request to the project. The project would cost the salaries of the Rule of Law Unit Programme staff with other projects of the unit.

**Project Support Role:** The role will be performed by three project staff members comprising of a Project Assistant, and Project Driver who will be located in the project and support the Project Manager and Deputy Project Manager in the performance of their duties.

b. **Deputy Project Manager:** The Deputy Project Manager reports directly to the Rule of Law Project Manager and is the immediate national counterpart responsible for coordinating and monitoring the progress of project activities against the approved work plan and budget. The Deputy Project Manager will be accountable for duties and responsibilities based on two key objectives: i) project planning, development and implementation; ii) financial, administration and human resources management.

a. **Project Manager Rule of Law Cluster Role:** The role will be performed by an International Project Manager under the direct supervision of the Rule of Law Team leader with involvement of MoLACD. The Project Manager will supervise, and provide technical backstopping to the Project Teams for effective, efficient and adequate project implementation; provides leadership in the monitoring and reporting on the project, undertakes strategic advocacy and partnership building with stakeholders on project implementation, and holds the responsibility for accountability to UNDP, MoLACD and other stakeholders on project resources and results. The Project Manager will work closely with MoLACD counterparts and support capacity building of the Deputy Project Manager for the project management functions.

project results. UNDP, as the Executing Entity of the project, would be responsible for the appointment of members of the Project Team.

## II. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.



## Quality Management for Project Activity Results

Activity Result 1		Description	Purpose	Quality Criteria
Activity Result 1	(Atlas Activity ID)			
Short title to be used for Atlas Activity ID	MOLACD	<ul style="list-style-type: none"> <li>• Technical Assistance</li> <li>• Capacity Building</li> <li>• Dissemination of Legal Instrument and the Laws</li> <li>• Project Management</li> <li>• Customary Law Harmonization and Development</li> </ul>	What is the purpose of the activity?	
Start Date: 31 <sup>st</sup> Dec 2006	End Date: 31 <sup>st</sup> Dec 2010		To reinforce MOLACD and Regional State Attorneys	
<b>Activity 1: Technical Assistance</b>				
Q2 – Q4	Worforce analysis conducted at HQs, state and counties levels and comprehensive report provided.	1.1 Conduct worforce analysis and develop optimum staff establishment for MOLACD at HQ and States/ counties	1.2 Conduct job analysis and develop job descriptions and competency profiles at HQ and States/ counties	Competency profiles developed at HQ, state, and county levels and competency profiles documented.
Q2 – Q4	Competency assessment conducted, Competency Trainings undertaken and training reports provided.	1.3 Design competency based training programmes based on identified gaps	1.4 Provide technical advice and material support to develop decentralization and devolution policy and strategy	Technical support and materials provided with decentralization and devolution policy and strategy developed.
Q2 – Q4	Legal aid policy and strategy developed and Lawyers to provide legal aid trained	1.5 Provide technical advice and support to develop legal aid policy and legal framework/ strategy – in collaboration with the Access to Justice project to train lawyers to provide legal aid.	1.6 Support implementation of the strategic plan	Strategic plan put into practice
<b>Activity 2: Capacity Building</b>				
Q2 – Q4	Trainings on common laws conducted to build the capacities of the Lawyers in practising common laws.	2.1 Training legal counsellors on substantive common laws	2.2 More training in English Language to improve the language of Legal counsellors.	Capacity of lawyers build by acquiring English Language trainings to improve language skills of the lawyers.
Q2 – Q4	Capacities of Directors and Legal Counsellors developed through management training courses.	2.4 Organize and coordinate trainings and workshops on management and administration to strengthen capacity of legal counsellors and directors and administrative support staff		
<b>Activity 3: Dissemination of Legal Instrument and the Laws</b>				
Q2 – Q4	Constitutions publication and printing undertaken and distributed to the various states.	3.1 Publication and printing of constitutions of the states and distribution of the same to all the states	3.2 Printing of Laws of Southern Sudan	Southern Sudan Laws printed and made accessible to the institutions and the general public.



This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder 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 must be included in all sub-contracts or sub-agreements entered into under this Project Document".

### III. LEGAL CONTEXT

Q2 - Q4	Dissemination of the newly enacted legislation to ROL actors at the GOSS and states levels.	3.3 Support dissemination workshops on newly enacted legislation to ROL actors at the states
<b>Activity 4: Customary Law Harmonization and Development</b>		
Q1 - Q4	Customary law research centre constructed, certificate of completion issued and building officially handed to the partner (MOLACD)	4.1 Construction of customary law centre in Rumbek
Q2 - Q4	Ascertainment research on customary law undertaken, consultative workshop on findings conducted and report provided.	4.2 Ascertainment research on Customary law
Q3	Procurement plan prepared, Equipment and furniture purchased and delivered to the counterparts.	4.3 Supply of furniture equipment and ICT for the customary law centre in Rumbek
Q1 - Q2	Customary law exchange visit conducted, report provided, follow-up workshop to decide adaptation of the best practices.	4.4 Conduct customary law exchange visits and study tours to compare and adapt best practices
<b>Activity 5: Project Management</b>		
Q1 - Q4	Progress reports prepared on monthly, quarterly and annual bases.	5.1 Prepare periodic reports (monthly, quarterly and annually).
Q1 - Q4	Monitoring and evaluation visits conducted throughout the year and evaluation report prepared on each visit.	5.2 Conduct monitoring visits to training institutions and construction sites
Q2	Board members Trained on project progress monitoring, evaluation and financial management	5.3 Provide training for Project Executive Board Members
Q1 - Q4	Trainings for project management staff conducted and those who acquired the training rendered report on how beneficial the training is for the project	5.4 Training of Project staff

V. ANNEXES

ANNEX 1: Project risks

FINANCIAL	1. Delayed fund by donor delayed project implementation process.
OPERATIONAL	1. The delayed recruitment of Project manager negatively impacted on project implementation.
ORGANIZATIONAL	
POLITICAL	1. Political fragility at the state level, that sometimes leads to changes in the political leadership and discontinuity in project implementation. 2. Increased political activity in the lead up to the national elections in April this year and the referendum next year that is distracting political leaders from participating effectively in project activities.
STRATEGIC	
SECURITY	1. Recurrent tribal clashes/confrontation in some states significantly slows down project implementation as the leadership of the affected states focus on resolving the conflict
X_OTHER	1. The onset of the electoral season could delay project activities as the civil servants become reluctant to make decisions that could have political ramifications for their political bosses

## ANNEX 2: Project staff cost

S/N	Name of position	International/national	Number of months	Proforma cost (\$)	Proportion of staff cost (%)	Estimated staff cost (\$)	Budgeted in AWP	
							Output	Activity result
1	Project Manager	International	12	269,346	33.3%	89,728	Capacity building and strategic support to MoLACD	Project Management
2	Deputy Project Manager	National	12	83,023	100%	83,023	Capacity building of MoLACD	Project management
3	Capacity Development specialist	International	6	78,000	100%	78,000	Capacity building of MoLACD	Project management
4	Customary law research and ascertainment consultant	International	3	40,000	100%	40,000	Capacity building of MoLACD	Project management
5	Legal Aids consultant	International	6	78,000	100%	78,000	Capacity building of MoLACD	Project management
6	Project Engineer (shared with Joss Project)	National	12	56,000	50%	26,500	Capacity building of MoLACD	Project management
7	Project Assistant	National	12	36,341	100%	36,341	Capacity building of MoLACD	Project management
8	Clerk of Work	National UNV	9	8,100	100%	8,100	Capacity building of MoLACD	Project management
9	Project Driver	National	12	15,000	100%	15,506	Capacity building of MoLACD	Project Management
	<b>Total</b>					<b>169,559.72</b>		

- Consultants are not part of staff (project management Cost)