

**Annual Work Plan  
CLEARANCE SHEET**

The attached 2011 AWP, which relates to Relocation of the University of Juba College of Law from Khartoum to Juba , **Award ID** (                      ), has been reviewed and cleared by:

**Signature & Date**

Submitted by: Name, Project Manager, Project *Emmanuel Jusu* 20/01/2011

Cleared by: Name, Unit Team leader *[Signature]* 20.1.11

<sup>For</sup>  
Cleared by: Challa Getachew , BMU, Team Leader a.i *[Signature]* 20.1.2011

Cleared by: George Conway, Deputy Head of Office (Programme)

Signed by: Joe Feeney, Head of Office


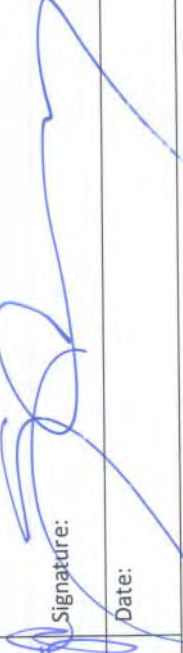
*[Signature]* 21/1/11



# UNDP Southern Sudan

## 2011 Annual Work Plan

Project name	Amount
Relocation of the University of Juba College of Law from Khartoum to Juba	US\$ 6,500,00

<p>H.E David Deng Athorbei                      Minister of Finance and Economic Planning                      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**

Country: Sudan (GOSS)

UNDAF Outcome:

By 2012, democratic governance improved at all levels and standards, with particular attention to women, children and toward achieving sustainable peace and development.

Expected Outcome:

**Outcome:** Rights upheld and protected in accordance with international and national laws through accountable and equitable justice and rule of law institutions.

Expected Output(s)/Annual Targets:

**Output: Strengthened Capacity for Legal Education, Research and Rule of Law**

Executing Entity / Implementing Agency: UNDP

Government Cooperating Agency: University of Juba - Ministry of Higher Education (MOHE)

Programme Period: 2011
Programme Component: Rule of Law
Project Title: Institutional Support to Strengthen Legal Education and Research in Southern Sudan
ATLAS Award ID:
Project Duration: December 2010 – 31 <sup>st</sup> December 2011
Management Arrangement: UNDP Direct Implementation

Total Budget (2011)	USD6,500,000.00
Allocated resources	USD6,500,000.00
<ul style="list-style-type: none"> <li><input type="radio"/> Norway</li> <li><input type="radio"/> USG/NL</li> </ul>	USD5,000,000.00
In kind contributions	-
Unfunded budget	00.00

Agreed by Ministry of Higher Education and Scientific Research:

Agreed by University of Juba of Southern Sudan:

Agreed by UNDP:

## UNIVERSITY OF JUBA DRAFT ANNUAL WORKPLAN

Project: Relocation of the University of Juba College of Law from Khartoum to Juba

Year: 2011

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES		2011 TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
								Source of Funds	Budget Description	Amount
	2010	2011								
	Q4	Q1	Q2	Q3	Q4					
<b>Activity Result 1: Curriculum Review Conducted</b>										
<b>Output 1:</b>  <b>Strengthened Capacity for Legal Education, Research and Rule of Law by Relocating College of Law of the University of Juba</b>  <u>Baseline</u>  The University of Juba was established in 1975. The University was opened on 6 <sup>th</sup> October 1977 and teaching started with 4 colleges.	i) Facilitate the work and activities of the Curriculum Review Committee of the College of Law		X	X			University of Juba in collaboration with UNDP	Norway & USA	Contractual Individuals (consultant)	\$10,000.00
	ii) Consult with universities in other Common Law countries to obtain their curricula		X	X			University of Juba in collaboration with UNDP and IDLO		Workshop/seminar	5,000.00
									Travel & DSA	5,000.00
									Printing	15,000.00
									Supplies	5,000.00

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES		2010				2011 TIMEFRAME				RESPONSIBLE PARTY		PLANNED BUDGET		
	Q4	Q1	Q2	Q3	Q4	Source of Funds	Budget Description	Amount							
Currently the University has 12 colleges. The College of law was established in 1998. The First batch of students was admitted in the year 2000. The College offers LLB, LLM and PhD in the departments of Islamic Sharia, Public Law and Private Law.  Following the decline in the security situation in the South, the University was moved to Khartoum in 1989.		X				University of Juba in collaboration with UNDP and IDLO	Miscellaneous  GMS 7%	6,500.00  3,500.00							
Consultations between the University, UNDP, stakeholders and donors led to a fact finding mission to Khartoum in May 2009 comprising of senior management of the University and UNDP Rule of Law Unit staff. A follow up meeting															
<b>Subtotal Activity 1</b>													<b>50,000.00</b>		
<b>Activity Result 2: Physical Infrastructure Construction of College Administration, Departments' Buildings, College Law Library, General Facilities and renovation of Belinyang Campus carried out</b>															
<i>i) Enhance the capacity of the Office of the University of Juba Resident Engineer</i>		X	X	X	X	University of Juba in collaboration with donors	Contractual Services Companies	\$5,091,078.00							
<i>ii) Prepare and cost designs of the proposed infrastructure construction and maintenance</i>		X				University of Juba in collaboration with UNDP	Furniture and Equipment	\$500,000.00							
<b>Norway &amp; USA</b>															

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES	2010		2011 TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q4	Q1	Q2	Q3	Q4	Source of Funds		Budget Description	Amount	
<p>held on 20<sup>th</sup> January, 2010, by a UNDP team with the Vice Chancellor and the Dean of the College of Law culminated in a stakeholders meeting on Monday, 8<sup>th</sup> March, 2010 with recommendations that a project proposal be drafted for the relocation of the college of law.</p> <p>The University of Juba has a phasing out programme and the faculty of Arts and Education started relocating in 2007. Applied Sciences, Engineering, Architecture and Medicine had their 1<sup>st</sup> year student intake in Juba in 2008. The College of Law wants to join in the process. The challenge therefore is how to move all the students back to Juba which lack facilities to accommodate all the students in terms of lecture halls and dormitories. The college of law student intake is 200 per year;</p>	<p>iii) Invitation and tendering of bids for construction and maintenance works</p>		X					University of Juba in collaboration with UNDP			391,517.00
	<p>iv) Construction of a law library block</p>		X	X	X						
	<p>vi) Design lay-out of a library for maximum use including location of shelving, catalogues, computer resources, librarian/administration, study areas, etc</p>		X								
	<p>vi) Construction and maintenance of Infrastructures</p>		X	X	X						

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES		2010				2011 TIMEFRAME				RESPONSIBLE PARTY		PLANNED BUDGET				
			Q4	Q1	Q2	Q3	Q4					Source of Funds	Budget Description	Amount			
the degree programme is 4 years. The total number of students at the college of law is 800 students.	Subtotal Activity 2															\$5,982,595.00	
<b>Activity Results 3: Purchase of law textbooks and reference materials undertaken</b>																	
<ul style="list-style-type: none"> <li>A consultant from the region contracted to enhance work of the College of Law Curriculum Review Committee</li> <li>Reviewed curriculum endorsed by University Senate and become operational</li> <li>Engineering designs and plans are prepared by Project Technical Team Faculty of Law</li> <li>College Administration, Department buildings constructed and Belinyang Campus renovated and rehabilitated.</li> <li>Law books, legal materials and documents sourced from outside Sudan</li> <li>Scheduled periodic project progress/financial reports</li> </ul>	i) Source law textbooks and reference materials from overseas.			X	X					University of Juba in collaboration with UNDP and IDLO	Norway & USA	Contractual services companies				\$93,000.00	
	ii) Transportation of books and documents to Juba			X	X							GMS 7%				\$7,000.00	
Subtotal Activity 3																	
<b>Activity Results 4: Project Management properly undertaken</b>																	
	i) Preparation of Draft AWP, periodic reports (monthly, quarterly and annual) and updating of Management information on the project/financial progress against AWP		X	X	X	X	X	X	X	University of Juba in collaboration with UNDP	Norway & USA	Contractual Service Individual (Project Associate)	Equipment (laptop/printer)	3% Common Service			\$14,291.65 \$2,395.00 \$195,000.00

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES	2010				2011 TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q4	Q1	Q2	Q3	Q4	Source of Funds	Budget Description	Amount				
<ul style="list-style-type: none"> <li>prepared</li> <li>Schedule periodic review conducted</li> <li>Project Management activities implemented in line with approved annual work plan</li> </ul> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Number of structures developed, renovated and rehabilitated.</li> <li>Number of law textbooks and reference materials, ICT equipment and furniture acquired</li> </ul> <p><b>Related Country Programme (CP) Outcome:</b> Rights upheld and protected through accountable, accessible and equitable Rule of Law institutions.</p>	ii) Conduct monitoring visits of facilities and construction sites.		X	X	X	X		1%Contribution 1% Reimbursement 7% GMS	\$65,000.00 \$65,000.00 \$25,718.35	University of Juba in collaboration with UNDP			
	iii) Prepare UNDP scheduled/ Donor progress reports on project performance	X	X	X	X	X							
<b>Subtotal Activity 4</b>													<b>\$367,405.00</b>
<b>Total Budget</b>													<b>\$6,500,000.00</b>



## 1.0 MANAGEMENT ARRANGEMENTS

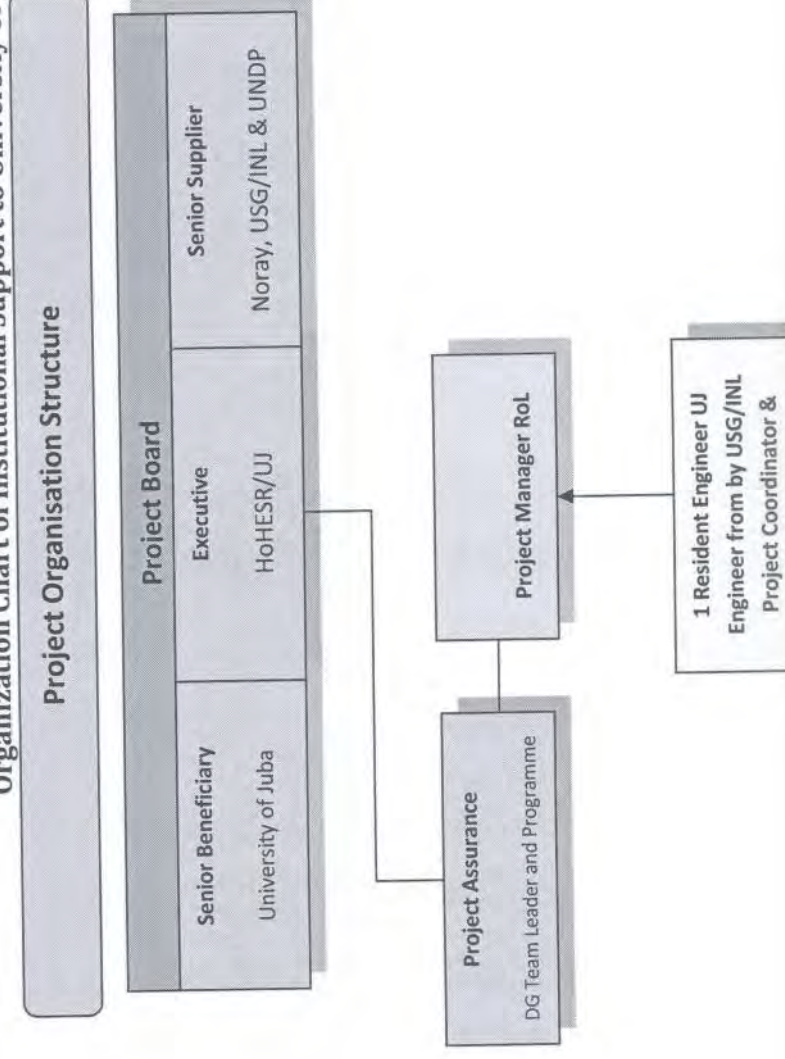
The project will be managed under UNDP's Direct Implementation Modality (DIM)] as an addition to the current Rule of Law portfolio which includes support to the Ministry of Legal Affairs and Constitutional Development, the Judiciary of Southern Sudan, and support to Access to Justice.

A Project Executive Board will guide the overall management of the project and will meet every two months. In managing the project, the UNDP will work in close collaboration with the designated counterparts in the University of Juba College Of Law (UJCL) as nominated by the Vice Chancellor and a donor representative who will constitute the Board.

### 1.1 ROLES AND RESPONSIBILITIES

UNDP Result Based Management approach will be adopted in managing the project with UNDP as the Executing Entity, and University of Juba College of Law (UJCL) as the Government Cooperating Agency. The proposed graphic representation of the project management arrangement is as follows:

**Organization Chart of Institutional Support to University of Juba College of Law (UJCL)**



## **1.2 PROJECT EXECUTIVE BOARD**

The Board will be composed of, at least 4 standing members namely: Vice Chancellor, Dean of the College of Law, representative of a donor and representative of UNDP. The Board may also incorporate other representatives from the relevant GOSS agencies such as the Ministry of Higher Education and Scientific Research (MoHESR).

The Project Executive Board, working on a consensus basis, will provide overall guidance on the project management and ensure the quality of project outputs, and contribution of the project outputs. Members of Project Executive Board have specific project management decision-making responsibilities by carrying out objective and independent project oversight, and monitoring function.

## **1.3 PROJECT MANAGEMENT TEAM**

The Project Management Team will be composed of the Project Manager Rule of Law Portfolio, a National Project Coordinator appointed from the University of Juba team, a Project Assistant and a Project Driver. Members of the Project Management Team will have at least one appropriate counterpart in UJCL in line with the project strategy on capacity building for sustainability of the project results.

## **1.4 PROJECT MANAGER ROLE**

The role will be performed by the Rule of Law Project Manager under the direct supervision of the Democratic Governance Team Leader and counterpart from the UJCL. The Project Manager will supervise, and provide technical backstopping to the Project Teams for effective, efficient and adequate project implementation; provide leadership in the monitoring and reporting on the project; undertake strategic advocacy and partnership building with stakeholders on project implementation, and hold the responsibility for accountability to UNDP, UJCL and other stakeholders on project resources and results. The Project Manager will work closely with counterparts and support the capacity building of the National Project Coordinator, and counterpart(s) from the UJCL for the project management functions.

## **1.5 PROJECT COORDINATOR ROLE**

The National Project Coordinator will be provided by the University of Juba and 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 National Project Coordinator 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.

#### **1.6 PROJECT SUPPORT ROLE**

The role will be performed by a project staff member (Project Assistant/Associate) who will be physically located at the University of Juba but will coordinate and collaborate with UNDP office in Juba and will be given constant support by the UNDP Democratic Governance Unit Programme staff who will be providing service-on-request to the project.

#### **1.7 PROJECT TECHNICAL TEAM**

In light of the identified immediate needs for the relocation of the College of Law from Khartoum to Juba, the project will require one technical team (i.e. Physical Infrastructure Development Team) from the University of Juba and its partners. The team will consist of the Resident Engineer of the University of Juba and his team of engineers and others seconded to the project by donors. The Infrastructure Development Team will be responsible for coordinating the planning and development of physical infrastructures, including buildings, equipment, and furniture of the College of Law and providing strategic advisory support on effective and efficient infrastructure procurement, utilization and management.

#### **1.8 TRANSFER AND MANAGEMENT OF PROJECT RESOURCES**

The project will access funds for implementing planned activities from UNDP using Direct Payment Method (DPM) through ATLAS, with accountability to UNDP and UJCL by the Project Manager.

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### **2.0 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), 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.

**Annex 1 Quality Management for Project Activity Results**

OUTPUT 1: MOLACD and Regional State Attorneys reinforced		
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: 1 <sup>st</sup> January 2011 End Date: 31 <sup>st</sup> Dec 2011
	UJCL	
<b>Purpose</b>	What is the purpose of the activity? To Strengthened Capacity for Legal Education, Research and Rule of Law by Relocating College of Law of the University of Juba	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> <li>• Curriculum Development</li> <li>• Physical infrastructure development and construction</li> <li>• Purchase of Law Text Books and Reference Materials</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<b>Activity 1: Curriculum Development</b>		
1.1 <i>Facilitate the work and activities of the Curriculum Review Committee of the College of Law</i>	Curriculum reviewed conducted	Q1 – Q2
1.2 <i>Consult with universities in other Common Law countries to obtain their curricula</i>	Consultations with Universities with common law Curriculum	Q1
1.3 <i>Engagement of a consultant from the region for two weeks to enhance the work</i>	Consultant engaged to enhance work of curriculum review committee	Q1 –Q2

of the Curriculum Review Committee	A common law curriculum developed	
<p>• <b>Activity 2: Physical infrastructure development and construction</b></p>		
2.1 <i>Enhance the capacity of the Office of the University of Juba Resident Engineer</i>	The office of the Resident Engineer Enhanced	Q1 – Q4
2.2 <i>Prepare and cost designs of the proposed infrastructure construction and maintenance</i>	Architectural drawing and designs prepared and costed	Q1 – Q2
2.3 <i>Invitation and tendering of bids for construction and maintenance works</i>	Bids advertised and contracts awarded	Q1- Q2
2.4 <i>Construction of a law library block</i>	Law Library block constructed	Q1- Q3
2.5 <i>Design lay-out of a library for maximum use including location of shelving, catalogues, computer resources, librarian/administration, study areas, etc</i>	Law Library designed and documents catalogued for easy reference.	Q1 – Q4
2.6 <i>Construction and maintenance of Infrastructures</i>	College Administrative block, Department buildings and Belyang campus constructed and renovated	Q1 –Q4
<p><b>Activity 3:Purchase of Law Text Books and Reference Materials</b></p>		
3.1 <i>Source law textbooks and reference materials from overseas.</i>	Legal documents sourced and purchased	Q1 – Q3
3.2 <i>Transportation of books and documents to Juba</i>	Legal documents and materials transported to Juba for use in the law library	Q1 – Q3

Activity 4: Project Management		
4.1 Prepare periodic reports (monthly, quarterly and annually).	Progress reports prepared on monthly, quarterly and annual bases.	Q1 – Q4
4.2 Conduct monitoring visits to construction sites	Monitoring and evaluation visits conducted throughout the year and evaluation report prepared on each visit.	Q1 – Q4

### 3.0 Legal Context

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".

## Annex2 Risk Log of the Project

ID	Description	Category	Impact and Probability	Countermeasures/ Management responses	Owner
1.	Insecurity in project location. Upcoming Referendum on self-determination for the South scheduled to take place on 9 <sup>th</sup> January 2011 may result in war/instability	Security	Project activities would be disrupted if conflicts occur in project area (Juba, Southern Sudan).  Probability = 4	Contingency plan regarding implementation of project activities.	Project Board
2.	Project management arrangement not functioning as intended.	Operational	Ineffective project management that would have negative effect on achievement of project results.  Probability = 2	Review of the project management structure, and urgent actions to be taken to ensure effective project management. As Project Coordinator is to be appointed by the UJ, s/he should be fully involved in project implementation and liaise closely with Project Manager and Project Assistant	Project Board
3.	Poor coordination among UJCL with UNDP project team supporting Rule of Law Sector	Strategic	This would have a significant impact on the project.	Functioning project board to set priorities under the project. UNDP Rule of Law Programme could also call stakeholders to coordinate	Project Board, Rule of Law Programme



	Probability = 2	support.
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The Probability of Risk to occur is rated from **1 for Highest Probability** for a Risk to occur to **5 for the Lowest Probability** for a Risk to occur

**ANNEX32: 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 Assistant	National	12	\$36,341	100	<b>\$15,00</b>	Capacity building and strategic support to UJCL	Project Management
*2	Project Engineer	National	12	00.00	00.00	00.00	Capacity building and strategic support to UJCL	Project management
*3	Project Coordinator	National	12	00.00	00.00	00.00	Capacity building and strategic support to UJCL	Project Management
	<b>Total</b>					<b>\$15,00</b>		

\*Project Engineer will be provided by the University of Juba and USG/INL

\*Project Coordinator will be provided by University of Juba from existing staff