



Government of Southern Sudan

United Nations Development Program Sudan

**Foundational Support to
Southern Sudan Correctional Service**

SIGNATURE PAGE

Country: Sudan (GOSS)

UNDAF Outcome(s)/Indicator(s):

As an extension of the current UNDAF to year-end 2007, the UN aims to support the effective implementation of the CPA and peaceful resolution of conflicts throughout the country through the creation of an enabling environment for the promotion and protection of human rights and the rule of law.

- **Expected Outcome(s)/Indicator (s): The Correctional Service of Southern Sudan is established, and contributes to the promotion of sustainable security and respect of human rightsby:**

1. **Treating inmates in a humane way, providing for basic necessities to sustain life and reduce serious health and security threat.**
2. **Professionalizing its Correctional Personnel through training at all levels.**

Expected Output(s)/Annual Targets:

Output 1: Development of the Correctional Service professional capacity through training.

Output 2: Improvement of hygienic, health and basic security conditions for inmates; through the installation of sustainable continuous water supplies and adapted sanitation systems along with the procurement of listed equipment as per urgent needs in Annexes B.1 and B.2.

Output 3: Provide the Correctional Service with access to timely, high quality support during their establishment phase, and through the institutional capacity building process.

Output 4: Project management team is established and functions effectively.

Implementing partner: UNDP

Responsible parties:

Programme Period:
Programme Component: Rule of Law
Project Title: Foundational Support to the Correctional Service of Southern Sudan
Project ID:
Project Duration: 1 May 2006 – 30 May 2007
Management Arrangement: DEX

Budget USD 5,996,380

General Management Support Fee USD 5173,662

Total budget: USD 5,170,042

Allocated resources:

- Government _____
- Other: _____



Agreed by (Government):

DANIEL AWOT HEST

Agreed by (UNDP):

LIST OF ACRONYMS

CPA	Comprehensive Peace Agreement
GoSS	Government of Southern Sudan
GoS	Government of Sudan
ICSS	Interim Constitution of Southern Sudan
JAM	Joint Assessment Mission
MDTF	Sudan Multi Donor Trust Fund
SPLM	Sudan People's Liberation Movement
SPLA	Sudan People's Liberation Army
UNDP	United Nations Development Programme
UNMIS	United Nations Mission in Sudan (corrections section)

Foundational Support to the Correctional Service project

Part I: Situation Analysis

Decades of war have terribly devastated the delivery capacity of law-enforcement institutions in Southern Sudan¹. Southern Sudan is characterized by an extreme absence and deterioration of the most basic physical infrastructure and operational equipment, including transport and communications. The Correctional Service of Southern Sudan is mostly composed of ex-combatants with little or no formal correctional training, and almost all have been working without being paid or voluntarily. There is little or no formal documentation of operating procedures and guidelines. In many instances old 1976 obsolete regulations from the Khartoum prison system are used.

The weakness in law enforcement is a liability for the future of peace and development in Southern Sudan. The disarmament of a highly militarized society and the demobilization of ex-combatants and militias are unlikely to take place in a rule of law vacuum. The safety of the internally displaced persons on routes and areas of return as well the protection of local communities in risk areas prone to disputes over water, grazing areas and land resources, are highly dependent on a local capacity for delivering professional correctional services.

With the end of the war, and as a way of addressing the multitude of interrelated problems, Southern Sudan embarked on the rebuilding and rehabilitating the Rule of Law Sector through a number of activities, some of which are incorporated into Comprehensive Peace Agreement (CPA)² between North and South, the Joint Assessment Mission (JAM),³ and the Interim Constitution of Southern Sudan (ICSS).⁴ Pursuant to the CPA, the following target outcomes are contained in the JAM:

- enactment of constitutional framework, consistent with the CPA and international human rights standards;
- broad understanding of the CPA, the Interim National Constitution (INC) and other laws related thereto;
- consistency of customary laws with the CPA, INC, human rights and international standards;
- Improved performance of key rule of law institutions, notably, the police, the courts (statutory and customary) and prisons.

¹ Southern Sudan is composed of former Sudan Peoples' Liberation Movement (SPLM) held areas and the former garrison towns.

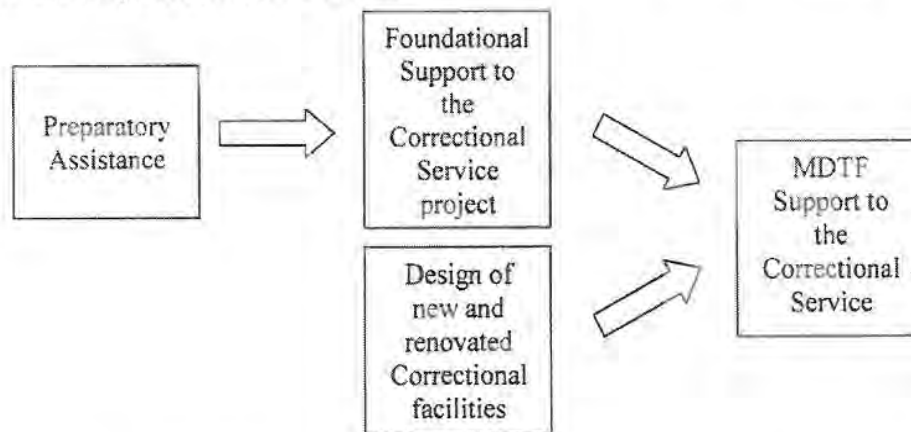
² Signed on 9 January 2005

³ The JAM was carried out from April 2004 to February 2005 by eight cluster teams that were co-led by representatives from the Government of Sudan and the Sudan Peoples Liberation Movement (SPLM).

⁴ The Interim Constitution of Southern Sudan (ICSS) was signed into law by the President of South Sudan on 12 December, 2005 after passage by the South Sudan Parliament and certification by the Ministry of Justice, Khartoum.

UNDP has been working with the Correctional Service in Southern Sudan for the past twelve months in a Preparatory Assistance phase, providing, technical advice, equipment and renovation of infrastructure (renovations are currently in progress) and the preparation of bills of quantities for the renovation of 7 States Correctional Service Centers.

This project is conceived to build the capacity of the Correctional Service to manage larger and more complex projects under the next phase, with funding from the Multi-Donor Trust Fund and other donors. The MDTF Project will also incorporate designs for the rehabilitation of States Correctional Centers, a Juvenile Training Center as well as build new County Correctional facilities and 2 pilot Correctional Farms.



The Correctional Service and UNDP are simultaneously developing a Full Project Proposal for the MDTF, and funding is anticipated to commence in late 2006. The MDTF Project will have four main components:

- Reconstruction of infrastructure (7 States and 10 County Correctional Centers, 8 State headquarters, 3 State staff training centers, a Juvenile training Center) and installing equipment in these buildings.
- Development of organizational policies, procedures, guidelines and regulations
- Training (including developing a strategic plan for training), developing training curricula and materials, conducting training, and conducting feasibility study for a central Correctional Service college.
- Development of inmate care and treatment programming in order to humanize correctional approaches, provide healthy conditions of incarceration and support learning opportunities, such as vocational training and literacy classes. It is achieved by developing a Strategic Inmate Care and Treatment Plan and a Strategic Plan for juvenile Justice).

Part II a – Strategy

This project is designed to provide support to the Correctional Service during an initial establishment phase. It builds upon earlier support provided by UNDP to the Correctional Service and other Rule of Law Institutions..

There are four outputs for this project:

Output 1: Development of the Correctional Service professional capacity through training.

Output 2: : Improvement of hygienic, health and basic security conditions for inmates: through the installation of sustainable continuous water supplies and adapted sanitation systems along with the procurement of listed equipment as per urgent needs in Annexes B 2.1 and B 2.2

Output 3: Provide the Correctional Service with access to timely, high quality support during their establishment phase, and through the institutional capacity building process.

Output 4: Project management team is established and functions effectively.

Output 1: Development of the Correctional Service professional capacity through training.

Under the proposed Correctional Service MDTF project, there are many aspects which relate to training:

- The development of a strategic plan for Correctional training,
- The construction and refurbishing of 3 State Correctional Training Centers.
- Feasibility study for the establishment of a Correctional Service college.
- Development of training curricula and materials,
- Training of trainers,
- Training of management, at the senior level through general administrative courses but also through study tours of modern correctional systems, training middle managers partly through participation at training sessions at correctional staff colleges in neighboring countries and through locally developed courses.
- Training of all correctional security employees as well as all non security employees in their respective specialty such as: nurses, social workers, teachers, vocational instructors, admission and discharge staff, secretaries, accounting clerks etc.
- A mentoring program to support the implementing process in Major Correctional facilities

Training activities under the current project are intended to meet priority needs, until such time as funding is available through the Multi-Donor Trust Fund to meet larger scale needs.

Activity 1: Construction and Installation of Equipment for 3 training Centers.

At present, there is no Correctional Service training facility in Southern Sudan. Therefore it is proposed to accelerate the construction of the 3 training centers as a priority.

In order to accelerate construction, save on design costs and on the preparation of bills of quantities, the Correctional Service will use the same design as has been developed for Police training Centers but in doubling the capacity to 80 students as there are only 3 centers being planned.

As it stands now, Lakes State has been selected as the site of a Model State Police Training Centre. UNDP has already constructed the training halls, and will construct accommodation for trainees in two accommodation blocks under this project. UNDP will provide modern training equipment and learning materials to the Lakes State Training Centre, to enable it to operate effectively. Additionally, UNDP will provide basic equipment to fit-out the accommodation blocks at the State Training Centre.

UNDP will provide the same services for the 3 Correctional Training Centers.

Activity 2: Training and capacity building programs

While construction of the 3 Staff training Centers is under way, UNDP will support training programs designed to meet priority needs, which have been identified as relating to curriculum development and regulations development. UNDP will proceed in:

- Developing the Correctional Strategic Training Plan,
- Train Correctional trainers
- Begin senior management exposure, as well as some middle managers to foreign correctional systems.
- Develop curriculum and begin training middle and first level managers.
- Develop curriculum for senior managers and begin training.

Furthermore essential directives, rules and regulations will be developed and incorporated into the curricula for all staff training along with a civilian code of conduct for staff.

UNDP may provide support such as identifying training providers, training materials (pens, notebooks etc), and transport for instructors or trainees.

Output 2: Improvement of hygienic, health and basic security conditions for inmates; through the installation of sustainable continuous water supplies and adapted sanitation systems along with the procurement of listed equipment as per identified urgent needs in Annexes B.2.1 and B.2.2

Activity 1: UNDP will meet urgent needs by installing wells and elevated water tanks in 10 major Detention Centers thus providing continuous safe drinking water to inmates and staff and contributing to sickness reduction and improved hygiene. Identified locations are Correctional Centers in: Yei, Torit, Yambio, Rumbek, Wau, Aweil, Tong, Malakal, Juba male, Juba female, and Juba Juvenile Training Center.

Activity 2: Contribute to further improve hygiene by providing adapted sanitation installations using water and septic tanks and installing showers.

Activity 3: Install in major Detention Centers a rain water recuperation system with underground reservoirs to be used for showering and toilets.

Activity 4: procurement of listed equipments, electrical, beddings, transportation and communication as per urgent needs identified in Annex B 2.2.

Output 3: Provide the Correctional Service with access to timely, high quality support during their establishment phase, and through the institutional capacity building process.

The Government of Southern Sudan, the Ministry of Security and Policing and the Correctional Service are currently at a relatively early stage. Significant work is required to establish internal structures and procedures, review and set organizational priorities (based on Vision 2010 and other relevant documents) and select, recruit, train and deploy qualified and skilled staff.

UNDP will provide support for institutional capacity building in the following area:

Activity 1: Technical support to the Department of Correctional Service

UNDP will provide a technical adviser to work with the Director General of the Correctional Service and his Deputy. The Technical Adviser will be located in the Correctional Service headquarter and will report jointly to the Director General and to the UNDP Rule of Law Team Leader.

The Technical Adviser will support Sudanese staff recruited by the Institution, by providing expertise in his/her area of competence. The technical advisor will assist in establishing processes and procedures, and mentor Sudanese staff in order to achieve transfer of skills and develop the capacity of the Institution. In particular, the Technical Adviser will focus on strengthening institutional project management capacity, to develop, implement, monitor, evaluate and report on projects. UNDP will support the Technical Adviser with equipment and resources required to work effectively, such as computers, telephones and incidentals. UNDP will provide technical support for the development of long term projects, such as the MDTF project development, and other projects negotiated between UNDP and the Correctional Service.

Output 4: Project management team is established and functions effectively.

The Foundational Correctional Service Support Project will be managed by the Technical Adviser to the Director General of the Correctional Service, as Chief Technical Adviser. She/he will report to the Rule of Law Team Leader. The Chief Technical Adviser will be supported by a National Project Officer, and a Project Secretary. The same team will manage the development of the MDTF Project Proposal and other proposals as appropriate. This output also includes prorated support costs from UNDP, in relation to programme management by the Rule of Law Team Leader, finance and logistics / procurement.

Part II b - Assumptions

The project is based on the assumption that the security situation in Southern Sudan will remain relatively stable, and hence, facilitate its smooth implementation. Programming may need to be altered to respond to the fluid security situation in Southern Sudan. This project is conceived as a preparatory step towards larger projects funded through the Multi-Donor Trust Fund, which is expected to commence in the second half of 2006. We assume that when the MDTF commences, the Technical Advisers recruited under this project will also take on responsibilities for activities funded by the MDTF, and the costs expenses relating to their positions will be met from MDTF funds. If the MDTF does not commence during 2006, UNDP will seek additional donor support to continue the project.

The likelihood that the project will succeed depends on the following factors:

- continued efforts to implement the CPA
- engagement by the donor community and funding made available
- availability of expertise and technical advisers.

Part III. Management arrangements

This project intends to support the organizational development of the new Correctional Service in Southern Sudan during the first year of their official formation, when the organizational demands and challenges are expected to be significant. In this context, UNDP will take overall responsibility for the project resource management by initially adopting the direct execution (DEX) modality. The focal point of this project will be the Chief Technical Adviser to the Director General of Police. A National Project Officer will also be appointed to work with the Police, and a Programme Officer within UNDP will oversee the project. The roles of the Programme Manager, Adviser to the Director General of Correctional Service and Project Officer will include resource mobilization, development of supporting documentation, preparing reports for donors and stakeholders as well as performing other project management functions that may be required.

Consultants, both international and national, will be recruited to carry out specialized/technical project functions as appropriate. All efforts will be made to maximize the use of locally available resources. International staff will have a primary responsibility in ensuring optimal knowledge transfer to national staff. The Chief Technical adviser will have a dual reporting line to both UNDP and the GoSS supervisor, and will be located within Correctional Service headquarters.

The project will have a Steering Committee composed of:

- The Minister for Police and Security, or his delegate
- The Director General of Correctional Service, or his delegate
- The Deputy Director General of the Correctional Service or his delegate
- The UNDP Rule of Law Team Leader
- The Chief Technical Adviser to the Director General of the Correctional Service
- The UNDP Prison Programme Manager

The Steering Committee will meet on a regular basis (for example on a quarterly basis) to do the following:

- Discuss major issues and opportunities emerging from project operation and decide on their solution and action to be taken.
- Review of project operations and progress reports for efficiency, effectiveness, and financial sustainability.
- Endorse proposed updates of the project work plan (on a six-monthly basis).

The Steering Committee will identify appropriate indicators to monitor the progress of the project.

A UNDP project management team will be formed, under the direction of the Rule of Law Team Leader. This team will comprise the Rule of Law Team Leader, the Chief Technical Adviser, and the Programme Officer. The Project team will monitor the implementation of the project, and produce bi-monthly progress reports.

Part IV: Monitoring and Evaluation

Standard UNDP procedures for monitoring and evaluating projects will be applied in this project. Project activities will be subject to continuous monitoring by the key stakeholders, with feedback to the steering committee as indicated in the management arrangements.

Relevant GoSS counterparts, ROL and Correctional Service Teams will conduct regular field visits to measure the progress achieved, gather lessons learned, and make recommendations for the future. These field visits will be the basis also for preparing progress reports.

The Chief Technical Advisor to the Director General of the Correctional Service, as project manager, will be responsible for producing quarterly progress reports, as well as progress reports to donor partners as required. At the end of the project, the Steering Committee will be convened and an evaluation of the project will be conducted. Lessons learned and experiences from the evaluation exercise of this project will be fed into the project activities under the MDTF project document.

Part V. Legal context

The project document shall be the instrument referred to as such in article (1) of the Standard Basic Assistance Agreement (SBAA) between the Government of Sudan and the United Nation Development Programme, signed by the two parties on 24 October 1978 and ratified by the Government of Sudan on 2 January 1980.

Work plan

Output 1: Development of capacity through training

	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Activity 1: Construction and equipment of training centers												
1.1.1 Identify with Goss Representatives, sites for the 3 State Training Centers.	X											
1.1.2 Prepare procurement lists for the 3 State Training Centers with Working Committee (GoSS and UNDP)	X											
1.1.3 Develop Bills of Quantity for the 3 Correctional Training Centers with 4 classrooms and 4 accommodation blocks	X	X										
1.1.4 Tender construction for the 3 Correctional Training Centers		X	X									
1.1.5 Monitor construction of the 3 Correctional Training Centers.				X	X	X	X	X				
1.1.6 Order procurement list	X				X							
1.1.7 Deliver procured items		X				X						
Activity 2: Training and capacity building programmes												
1.2.1 Identify priority training needs for the Correctional Service, in conjunction with GoSS, UNMIS(corrections)and other stakeholders	X	X										
1.2.2 Development of a Strategic Training Plan and an operational plan.		X	X	X	X	X	X	X	X	X	X	X
1.2.3 Curriculums approved by GoSS for training the Trainers.		X										
1.2.4 Training for 36 trainers begins, 2 classes of 18 students for 3 weeks			X		X							
1.2.5 Exposure of trainers to other foreign correctional training methods.6 groups of 6 students .for one week				X	X	X	X	X	X			
1.2.6 Development of a Plan and International agreements to expose Senior managers and some middle managers to other Correctional Systems through structured study tours.(groups of max. 5 at a time and place)	X	X										
1.2.7 Structured study tours begin			X	X	X	X	X	X	X	X	X	X
1.2.8 Curriculum development for senior managers and phased implementation				X	X	X						
1.2.9 Curriculum development for middle and first level managers and phased implementation				X	X	X						

Output 2: Improvement of hygienic, health conditions and basic security for inmates; through the installation of sustainable continuous water supplies and adapted sanitation systems along with the procurement of listed equipments as per urgent needs identified in Annex B.2.2

	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Activity 1 : Water												
2.1.1 Tender construction for wells, elevated tanks using Bills of quantities already developed by UNDP.	X	X										
2.1.2 Monitor construction of the various sites				X	X	X	X	X	X	X		
Activity 2: Sanitation and showers												
2.2.1 Tender construction for sanitations and showers using Bills of quantities already developed by UNDP.	X	X										
2.2.2 Monitor construction of the various sites				X	X	X	X	X	X	X		
Activity 3: Rain water collection												
2.3.1 Tender construction for rain water collection systems using Bills of quantities already developed by UNDP.	X	X										
2.3.2 Monitor construction of the various sites				X	X	X	X	X	X	X		
Activity 4: Equipment procurement												
2.4.1 Order procurement list	X				X				X			
2.4.2 Deliver procured items		X				X				X		

Output 3: Provide the Correctional Service with access to timely, high quality support during their establishment phase, and through the institutional capacity building process.

	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Activity 1: Technical support to the Correctional Service												
3.1.1 Recruit the Chief Technical Adviser.	X											
3.1.2 Procure equipment for technical adviser	X											
3.1.3 GoSS allocates office space for Chief Technical adviser	X											
3.1.4 Chief Technical Adviser commences and provides technical support to the Correctional Service		X	X	X	X	X	X	X	X	X	X	X

Output 4: Project management team is established and functions effectively.

	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Activity 1: Management of project activities												
4.1.1 Project management team is appointed	X											
4.1.2 Project management team implements and manages project activities	X	X	X	X	X	X	X	X	X	X	X	X
4.1.3 Project management team prepares bi-monthly reports for stakeholders		X		X		X		X		X		X

Section III

<p>RESULTS BASED FRAMEWORK Provide the Correctional Service with access to timely, high quality support during their establishment phase, and through the institutional capacity building process.</p>		
<p>Intended Outcome as stated in the Country Results Framework: Support the effective implementation of the CPA and peaceful resolution of conflicts throughout the country through the creation of an enabling environment for the promotion and protection of human rights and the rule of law</p>		
<p>Project title and ID: Foundational support to the Correctional Service in Southern Sudan</p>		
	ACTIVITIES	INDICATORS
<p>1. Development of capacity through training</p>	<p>1: Construction and Installation of Equipment for 3 Training Centers.</p> <p>2: Training and capacity building programs</p>	<ul style="list-style-type: none"> • 3 Correctional Training Centers have been constructed and equipped. • One senior International Correctional Technical Advisor for Training Planning and Development plus 3 international Correctional Trainers are hired. • 2 short term consultants are hired to produce a Manual of Directives and Rules and to elaborate a Code of conduct for staff, a Code of Discipline for inmates along with a document on inmate's rights and responsibilities. • The Correctional Strategic Training Plan is developed along with an implementation Plan, • 36 Correctional trainers are trained and have been exposed to Foreign Correctional Training programmes. • 30 Senior managers as well as 30 middle managers have been exposed to foreign correctional management systems. • The curriculum for middle and first level managers has been finalized and 100 managers have been trained. • The Curriculum for Senior Managers has been completed and one first session has taken place.

<p>2: Improvement of hygienic, health and basic security conditions for inmates; through the installation of sustainable continuous water supplies and adapted sanitation systems along with the procurement of listed equipment as per urgent needs in Annexes B2.1 and B2.2-</p>	<p>1: UNDP will meet urgent needs by installing wells and elevated water tanks in major Detention Centers thus providing continuous safe drinking water to inmates and staff and contributing to sickness reduction and improved hygiene.</p> <p>2: Contribute to further improve hygiene by providing adapted sanitation installations using water and septic tanks and installing showers.</p> <p>3: Install in major Detention Centers a rain water recuperation system with underground reservoirs to be used for showering and toilets.</p> <p>4: Procurement of listed equipments, electrical, buildings, transportation and communication as per urgent needs identified in Annex B 2.2</p>	<ul style="list-style-type: none"> • Wells have been dug and elevated water reservoirs have been erected in 9 Major Detention Centers. • Hygienic conditions have improved. • 11 major Detention Centers benefit from adapted showers and sanitations facilities using water and septic tanks. • 11 major Detention Centers use a rain water recuperation system. • Equipment listed in Annex B.2.2 have been procured and delivered.
<p>3: Provide the Correctional Service with access to timely, high quality support during their establishment phase, and through the institutional capacity building process</p>	<p>1: Technical support to the Department of Correctional Service</p>	<ul style="list-style-type: none"> • The Chief Technical Advisor to the Director General of the Correctional Service has been hired and provides support, including strategic planning for the organisation's development, position descriptions, required qualifications, advice on policies and procedures to Senior Headquarter Managers.

<p>4. Project Management team is established and functions effectively.</p>	<p>1. Project Management.</p>	<ul style="list-style-type: none"> • Members of the Project management team are appointed and key consultants hired • Project management team produces bi-monthly reports to stakeholders
---	-------------------------------	---

ANNEX A.1

TERMS OF REFERENCE

Position title: Chief Technical Adviser to the Director General of Correctional Service,
Government of Southern Sudan.
Location: Juba, Southern Sudan
Start date: As soon as possible
Duration: 1 year, with possibility of renewal
Grade: ALD4

Background:

The Comprehensive Peace Agreement signed in January 2005 brings a chance to start to build the war-torn lands of Southern Sudan and to create a stable and lasting peace. It will, however, be a massive challenge. Twenty years of war have devastated what little infrastructure Southern Sudan had, scattered its people and ruined its economy. Many formal government institutions will have to be built from scratch, including a completely new layer of government – the Government of Southern Sudan, and a layer that has not functioned for more than two decades – the states.

The Director General of Correctional Service has requested assistance from UNDP in establishing his office and building its capacity. The post requires a person who can combine the ability to setup systems from scratch and get tasks done, with the commitment to building the capacity of Southern Sudanese colleagues. This will cover aspects such as reconstruction of physical infrastructure, establishing training strategies and developing organizational and operational policies and procedures.

Adviser to the Director General of Correctional Service, Government of Southern Sudan

The Chief Technical Adviser will provide advice and counsel to the Director General of Correctional Service (IGC) of Southern Sudan and the senior management staff on management issues in Corrections, consistent with democratic principles and reflecting internationally recognized standards. The Chief Technical Adviser will be assigned to work at the Headquarters for Correctional Service, Southern Sudan located in Juba. S/He will advise on strategies, methods of management, projects, training needs and works with the DG on Correctional Service institution-building in Southern Sudan. This will involve:

- Advising the DG on strategic approaches in policies related to Correctional Service
- Assisting in coordination and management of the Department
- Producing draft policies, plans and budgets
- Producing on request detailed reports outlining options in respect to key Corrections issues, ensuring adequate information is presented to enable good decision making.
- Assisting in coordinating and preparing regular reporting
- Meeting regularly with the Director General of Correctional Service and his management team to review progress on policies and programmes.
- Providing technical advice to UNDP on Corrections issues
- Managing UNDP's programme activities in relation to Corrections.

Management Arrangements

This position will report to the Director General of Correctional Service, Government of Southern Sudan, and the Rule of Law Team Leader, UNDP.

Skills and Experience Required

- Relevant post-graduate level qualifications (such as law, psychology, social work, criminology etc).
- Strategic level supervisory or management experience within a Corrections department, with particular experience in planning and policy development.
- Minimum of fifteen years of work experience at progressively senior levels in the design, management and implementation of Correctional Service and rehabilitation programs. Of this experience, half should be in field locations.
- Demonstrated experience in applying United Nations norms on human rights in a corrections context.
- Demonstrated ability to analyse issues and present policy recommendations.
- Excellent managerial skills, team work skills and communications skills.
- Excellent knowledge of written and oral English is required; a working knowledge of Arabic would be an advantage but is not essential.
- Experience in living and working in a post-conflict environment is an advantage.
- Experience in working with a UN Mission and / or with UNDP policies and programming frameworks would be an advantage.

ANNEX A.2

Terms of Reference

Project Officer of the Foundational Support of the Correctional Service t Project

Organization:	UNDP Sudan (Southern Sudan Sub Office)
Section/Unit:	Rule of Law Unit
Location:	Juba
Title:	Project Officer
Post Level:	national (NOC)
Post Duration:	1 year with possibility of renewal

OVERVIEW

The brokered Peace Agreement of January 9 2005 and the Interim National Constitution have introduced the principle of a large decentralization of the Correctional services in Sudan. Established by the Interim Constitution for Southern Sudan adopted in December 5 2005 the Correctional Service of Southern Sudan is a decentralized professional service whose mission is:

To protect society by executing incarceration orders based solely on judicial decrees, in a safe, secure, and humane environment for both inmates and staff.

To assist actively inmates in becoming law-abiding citizens through various rehabilitation and pre-release programs including vocational training.

To protect the lives of inmates and staff, as well as personal and State property.

To assist employees and their families, widows and children in obtaining decent lodging and acceptable living conditions.

In order to meet these obligations, the Government of Southern Sudan faces the task of having to literally rebuild the entire Correctional institution which has almost ceased to function during the 22 years conflict. The former network of Correctional Centers has been gravely damaged if not destroyed. Correctional staff expected to serve in the Correctional facilities will need to be trained or retrained.

DUTIES AND RESPONSIBILITIES

- Serve as Project Officer, reporting to the Project Manager of the Correctional Service Support Project
- Maintain an appropriate filing system documenting the implementation of the Correctional Service Support Project
- Assist the Project Manager in the drafting of timely reports - financial and progress reports - as required by the reporting system of the Correctional Service Support Project
- Responsible for the maintenance of the financial system of the project
- Assist the Project Manager in hiring, organizing, supporting and supervising all consultants' and experts' missions implementing activities of the Correctional Service Support Project

- Inspect regularly construction sites of the United Nations Office for Project Services (UNOPS) executed component of the Correctional Service Support Project
- Assist in the preparation and protocol-drafting of the sessions of the Foundational Support to the Correctional Service steering committee

EXPERIENCE REQUIRED

- Served at least 5 years as civil engineer
- Experience in project management, including financial aspects

SPECIFIC SKILLS AND KNOWLEDGE REQUIRED

- Knowledge of UN management procedures is an advantage

ANNEX A.3

Terms of Reference

Project Associate of the Correctional Service Support Project

Organization:	UNDP Sudan (Southern Sudan Sub Office)
Section/Unit:	Rule of Law Unit
Location:	Juba
Title:	Project Associate
Post Level:	National (G6)
Post Duration:	1 year with possibility of renewal

OVERVIEW

The brokered Peace Agreement of January 9th 2005 and the Interim National Constitution have introduced the principle of a large decentralization of the police services in Sudan. Established by the Interim Constitution for Southern Sudan adopted in December 5th 2005 the Correctional Service of Southern Sudan is a decentralized professional service whose mission is:

To protect society by executing incarceration orders based solely on judicial decrees, in a safe, secure, and humane environment for both inmates and staff.

To assist actively inmates in becoming law-abiding citizens through various rehabilitation and pre-release programs including vocational training.

To protect the lives of inmates and staff, as well as personal and State property.

To assist employees and their families, widows and children in obtaining decent lodging and acceptable living conditions.

In order to meet these obligations, the Government of Southern Sudan faces the task of having to literally rebuild the entire Correctional institution which has virtually ceased to function during the 22 years conflict. The former network of Correctional Centers has been gravely damaged if not destroyed. Correctional staff expected to serve in the Correctional facilities will need to be trained or retrained.

DUTIES AND RESPONSIBILITIES

- Serve as administrative assistant and financial officer, reporting to the Chief Technical Adviser of the Foundational Support to the Correctional Service .
- Maintain an appropriate filing system documenting the implementation of the Correctional Service Support Project
- Process administratively the funds of the Correctional Service Support Project with the ATLAS financial system, including budget revisions, expenditure control, financial monitoring, and project delivery
- Coordinate and assist in organizing workshops, study tours and Correctional Service Support Project related activities

- Provide administrative support to experts missions and general operational support to the Project Management team such as procurement, personnel and finance through liaison with the Service Center/Operations
- Provide support to Rule of Law team members/consultants in preparing all necessary documentation for their travel, such as POs, medical and security clearances, visas, etc.
- Provide forecast of travel plans
- Carry out any other tasks as requested by the Project Manager

EXPERIENCE AND KNOWLEDGE REQUIRED

- University degree in a relevant discipline (i.e., in international relations, development studies)
- Served at least 5 years as administrative assistant
- Work experience with an agency of the UN system
- Proficiency at the highest level in English; knowledge of other regional/local languages would be an asset
- Project management experience within UNDP, especially as related to the ATLAS financial control system, would be an asset
- Computer literate

Professionalism: able to exercise sound judgment, pay great attention to detail, work well in a team, culturally sensitive, demonstrate appreciation for different cultures and practices, project a positive image, self-motivated and able to recommend options for resolution of issues

Terms of Reference

Manual of Directives and Rules for the Correctional Service of Southern Sudan

Organization:	UNDP Sudan (South Sudan Sub Office)
Section/Unit:	Rule of Law Unit
Project:	Correctional Service Support Project
Output:	Manual of Directives and Rules for the Correctional Service of Southern Sudan
Location:	Juba
Title:	Advisor
Post Level:	ALD-4
Post Duration:	6 months

INTRODUCTION

The brokered Peace Agreement of January 9 2005 and the Interim National Constitution have introduced the principle of a large decentralization of the police services in Sudan. Established by the Interim Constitution for Southern Sudan adopted in December 5 2005 the Correctional Service of Southern Sudan is a decentralized professional service whose mission is:

To protect society by executing incarceration orders based solely on judicial decrees, in a safe, secure, and humane environment for both inmates and staff.

To assist actively inmates in becoming law-abiding citizens through various rehabilitation and pre-release programs including vocational training.

To protect the lives of inmates and staff, as well as personal and State property.

To assist employees and their families, widows and children in obtaining decent lodging and acceptable living conditions.

In order to meet these obligations, the Government of Southern Sudan faces the task of having to literally rebuild the entire Correctional institution which has virtually ceased to function during the 22 years conflict. The former network of Correctional Centers has been gravely damaged if not destroyed. Correctional staff expected to serve in the Correctional facilities will need to be trained or retrained.

Financed by the Multi-Donor Trust Fund (MDTF) and the Government of Southern Sudan, UNDP will execute a large multi-million Correctional Service Support Project which aims at contributing to the substantial increase of the delivering of professional Correctional services to local communities throughout Southern Sudan. Under the umbrella of the project, 7 Correctional State Centers, 8 State Correctional headquarters, 10 County facilities, 2 Pilot Correctional farm camps, 3 decentralized training centers, and 1 juvenile training center will be built across the States of Southern Sudan. The professional work practices of the Correctional Service will be established: in a Manual of Directives and Rules, a civilian Code of Conduct for staff, a civilian Code of discipline for inmates and a document describing the rights and responsibilities of inmates.

All Correctional personnel will attend a basic Correctional training with consecutive development training

OVERVIEW OF THE MISSION

Reporting to the Correctional Service Support Project manager and working closely with the relevant Directorates of the Headquarter of the Correctional Service of Southern Sudan and the State Correctional headquarters, the consultant shall elaborate a Manual of Directives and Rules on Internal Organisation and Systematization for the Correctional Service of Southern Sudan. The Manual of Directives and Rules shall regulate the internal organisation of the Correctional Service of Southern Sudan at the level of the Government of Southern Sudan (GoSS) and serve to regulate the internal organisation and systematisation of all facilities of the Correctional Service at the State level of Southern Sudan. In particular, it will describe the functions performed in all security types of Correctional Centres, the staff positions required to service them, and formulate the terms of reference and profile requirement for each staff position.

DUTIES AND RESPONSIBILITIES

- Serve as a consultant for internal organization to the Senior Management of the Correctional Service of Southern Sudan, at GoSS level and State headquarter level
- With the stakeholders, identify the functions and structure of the Correctional Service of Southern Sudan
- Conduct meetings, workshops, as necessary for the success of the mission at GoSS and State level.
- Produce a detailed Manual of Directives and Rules that regulates formally the internal organization and systematization of the Correctional Service of Southern Sudan, including various regimes adapted to each level of security, inmates' classification, gender and inmate's dangerousness.
- Report to the Correctional Service Support Project manager.

EXPERIENCE

- Served at least 10 years in a senior management position in a Correctional service 5 years of which, heading a large Correctional facility.
- Experience in strategic planning and reorganization of Correctional services.

REQUIREMENTS

- Advanced university degree in law, public administration, criminology, correctional management, or related studies.
- Knowledge of Correctional organizations, structure, and regulations, if possible also in the African continent.
- Excellent knowledge of modern Correctional practices in the area of management, inmate treatment programs, and security.
- Knowledge of Correctional organizations in a decentralized Correctional Service author of policy paper or manuscripts on Correctional organization.
- Strong interpersonal skills and the ability to initiate discussions about complex Correctional subjects.

ANNEX A.5

Terms of Reference

Civilian Code of conduct for staff, Code of discipline for inmates and a document on inmate's rights and responsibilities for the Correctional Service of Southern Sudan

POSITION: International Expert

Organization: UNDP (Southern Sudan Office)
Unit: Rule of Law Unit
Project: Correctional Service Support Project
Output title: Code of Conduct for staff, code of discipline for inmates, document on inmate's rights and responsibilities for the Correctional Service of Southern Sudan
Location: Juba
Title: Consultant
Post Level: International
Post Duration: 60 days

INTRODUCTION

The brokered Peace Agreement of January 9th 2005 and the Interim National Constitution have introduced the principle of a large decentralization of the police services in Sudan. Established by the Interim Constitution for Southern Sudan adopted in December 5 2005 the Correctional Service of Southern Sudan is a decentralized professional service whose mission is:

To protect society by executing incarceration orders based solely on judicial decrees, in a safe, secure, and humane environment for both inmates and staff.

To assist actively inmates in becoming law-abiding citizens through various rehabilitation and pre-release programs including vocational training.

To protect the lives of inmates and staff, as well as personal and State property.

To assist employees and their families, widows and children in obtaining decent lodging and acceptable living conditions.

In order to meet these obligations, the Government of Southern Sudan faces the task of having to literally rebuild the entire Correctional institution which has virtually ceased to function during the 22 years conflict. The former network of Correctional Centers has been gravely damaged if not destroyed. Correctional staff expected to serve in the Correctional facilities will need to be trained or retrained.

Financed by the Multi-Donor Trust Fund (MDTF) and the Government of Southern Sudan, UNDP will execute a large multi-million Correctional Service Support Project which aims at contributing to the substantial increase of the delivering of professional Correctional services to local communities throughout Southern Sudan. Under the umbrella of the project, 7 Correctional State Centers, 8 Correctional headquarters, 10 County facilities, 2 Pilot Correctional farm camps, 3 decentralized training centers, and 1 juvenile training center, will be built across the States of Southern Sudan. The professional work practices of the Correctional Service will be established: in a Manual of Directives and Rules, a civilian Code of Conduct for staff, a civilian Code of discipline for inmates and a document describing the rights and responsibilities of inmates.

All security Correctional personnel will attend basic Correctional security training with further development training. All non security personnel will attend non security training related to their field of responsibility.

MISSION DESCRIPTION

To further strengthen and regulate the professional standards of the Correctional Service, a civilian Code of Conduct and disciplinary procedures for the Staff of the Correctional Service of Southern Sudan shall be elaborated. The Code of Conduct shall provide ethical guidance to the employees of the Correctional Service of Southern Sudan in the exercise of their professional duties. Working closely with the Correctional Service of Southern Sudan the consultant teamed with a senior Correctional service manager will develop a locally owned and adapted civilian staff Code of Conduct. Further more the consultant will elaborate a Code of Discipline to regulate inmate behaviour with the accompanying disciplinary procedures, in accordance with existing Southern Sudanese laws, while respecting the United Nations Minimum Rules for Prison and inmate management.

DUTIES AND RESPONSIBILITIES

- Advise the Correctional authorities of Southern Sudan in matters of codes of conduct or codes of ethics.
- Conduct consultancy, meetings as necessary for the adoption of the various Codes of Conduct and discipline for the Correctional Service of Southern Sudan.
- Produce a Civilian Code of Conduct for staff, a Code of Discipline for inmates along with the necessary disciplinary procedures, and also produce a document describing the rights and responsibilities of inmates for the Correctional Service of Southern Sudan, in accordance with existing Southern Sudanese laws, while respecting the United Nations Minimum Rules for Prison and inmate management.
- Overall responsibility of the consultant formulating the 3 documents and report directly to the Project Manager of the Correctional Service Support Project.

EXPERIENCE REQUIRED

- At least 10 years of strategic level supervisory or management experience within a Correctional Service, with particular experience in prison management and inmate treatment programs, at a senior level.
- Experience advising Correctional Services on procedures and policies.
- Experience in multi-cultural setting, preferably outside of country of origin
- Author of manuscript, reports, manuals or articles in matters related to Correctional staff conduct, inmates conduct and applied human rights in a Correctional environment.

- **SPECIFIC SKILLS REQUIRED**

- Advanced degree in social sciences, criminology, Correctional management , public administration, law or related studies
- Strong interpersonal skills and the ability to initiate discussions about complex Correctional subjects.
- Knowledge of human rights international standards relevant to Corrections
- Excellent English writing skills

Terms of Reference

STAFF TRAINING STRATEGIC PLAN

Organization:	UNDP (Southern Sudan Office)
Section/Unit:	Rule of Law Unit
Project:	Correctional Service Support Project
Output title:	Staff Training Strategic Plan and implementation
Location:	Juba
Positions:	Correctional Training expert
Post Level:	International, ALD-4
Duration:	One year renewable

INTRODUCTION

The brokered Peace Agreement of January 9 2005 and the Interim National Constitution have introduced the principle of a large decentralization of the police services in Sudan. Established by the Interim Constitution for Southern Sudan adopted in December 5 2005 the Correctional Service of Southern Sudan is a decentralized professional service whose mission is:

To protect society by executing incarceration orders based solely on judicial decrees, in a safe, secure, and humane environment for both inmates and staff.

To assist actively inmates in becoming law-abiding citizens through various rehabilitation and pre-release programs including vocational training.

To protect the lives of inmates and staff, as well as personal and State property.

To assist employees and their families, widows and children in obtaining decent lodging and acceptable living conditions.

In order to meet these obligations, the Government of Southern Sudan faces the task of having to literally rebuild the entire Correctional institution which has virtually ceased to function during the 22 years conflict. The former network of Correctional Centers has been gravely damaged if not destroyed. Correctional staff expected to serve in the Correctional facilities will need to be trained or retrained.

Financed by the Multi-Donor Trust Fund (MDTF) and the Government of Southern Sudan, UNDP will execute a large multi-million Correctional Service Support Project which aims at contributing to the substantial increase of the delivering of professional Correctional services to local communities throughout Southern Sudan. Under the umbrella of the project, 7 Correctional State Centers, 8 Correctional headquarters, 10 County facilities, 2 Pilot Correctional farm camps, 3 decentralized training centers, and 1 juvenile training center, will be built across the States of Southern Sudan. The professional work practices of the Correctional Service will be established: in a Manual of Directives and Rules, a civilian Code of Conduct for staff, a civilian Code of discipline for inmates and a document describing the rights and responsibilities of inmates.

All security Correctional personnel will attend basic Correctional security training with further development training. All non security personnel will attend non security training related to their field of responsibility

OVERVIEW OF THE MISSION

Taking into account the realities of Corrections in Southern Sudan, the level of knowledge and skills of new Correctional personnel forming the Correctional Service of Southern Sudan, the time-frame of the Correctional institution-building, and using existing studies, the consultant will assist the Directorate of the Training of the Correctional Service of Southern Sudan in the evaluation of the training needs, the formulation of a policy in human resource development and draft a training strategic plan for the Correctional Service of Southern Sudan. The evaluation will include an assessment of training needs, training facilities and training capacities. The formulation of a policy in human resources will include standards for recruitment and promotion. The formulation of a training strategic plan will include the future architecture or organization of the training system (states and GoSS level responsibilities), the requirement in training institutions, the professional standards of the training staff as well as the curriculum. In particular, the consultant will be responsible for the elaboration of an implementation plan to achieve the goals set by the strategic plan.

DUTIES AND RESPONSIBILITIES

- Advise the Director of the Training Department of the Correctional Service of Southern Sudan in matters related to strategic planning
- Conduct an independent assessment of the training needs, training capacity and training facilities available in Southern Sudan
- Conduct all consultation, meetings and workshops necessary for the adoption of a training strategic plan
- Assist the Correctional Service of Southern Sudan in developing standards and policies in the human resource area
- In conjunction with the senior management of the Correctional Service of Southern Sudan, develop a 5 years training strategic plan for the Correctional Service of Southern Sudan
- Develop a concept for a future Correctional college for the Correctional Service of Southern Sudan
- Liaise with international agencies and actors, in particular the UNMIS (corrections) and the British Council, to ensure a coordinated approach in the assistance to the Correctional Service of Southern Sudan in matters relating to training

EXPERIENCE REQUIRED

- Served at least 5 years as manager in a Correctional academic institution
- Experience in planning in the area of Correctional training and human resource development
- Experience in working in a consultancy role to corrections,
- Author of manuscripts, manuals or articles in matters related to correctional training,
- Experience in democratic transition, preferably in Africa is an advantage

SPECIFIC SKILLS AND KNOWLEDGE REQUIRED

- Advanced degree in correctional management, education, public administration, social sciences or related studies
- Knowledge of correctional training, structure and programs in different countries; knowledge of African countries is an advantage
- Strong interpersonal skills and the ability to initiate discussions about complex correctional subjects.
- Ability to work under pressure and in circumstances reflecting the conditions of a recovering African democracy.

ANNEX A.7

Terms of Reference

INMATE PROGRAM STRATEGIC PLAN

Organization:	UNDP (Southern Sudan Office)
Section/Unit:	Rule of Law Unit
Project:	Correctional Service Support Project
Output title:	Inmate Program Strategic Plan
Location:	Juba
Positions:	Correctional Training expert
Post Level:	International, ALD-4
Duration:	One year

INTRODUCTION

The brokered Peace Agreement of January 9th 2005 and the Interim National Constitution have introduced the principle of a large decentralization of the police services in Sudan. Established by the Interim Constitution for Southern Sudan adopted in December 5 2005 the Correctional Service of Southern Sudan is a decentralized professional service whose mission is:

To protect society by executing incarceration orders based solely on judicial decrees, in a safe, secure, and humane environment for both inmates and staff.

To assist actively inmates in becoming law-abiding citizens through various rehabilitation and pre-release programs including vocational training.

To protect the lives of inmates and staff, as well as personal and State property.

To assist employees and their families, widows and children in obtaining decent lodging and acceptable living conditions.

In order to meet these obligations, the Government of Southern Sudan faces the task of having to literally rebuild the entire Correctional institution which has virtually ceased to function during the 22 years conflict. The former network of Correctional Centers has been gravely damaged if not destroyed. Correctional staff expected to serve in the Correctional facilities will need to be trained or retrained.

Financed by the Multi-Donor Trust Fund (MDTF) and the Government of Southern Sudan, UNDP will execute a large multi-million Correctional Service Support Project which aims at contributing to the substantial increase of the delivering of professional Correctional services to local communities throughout Southern Sudan. Under the umbrella of the project, 7 Correctional State Centers, 8 Correctional headquarters, 10 County facilities, 6 farm camps, 3 decentralized training centers, and 1 juvenile training center, will be built across the States of Southern Sudan. The professional work practices of the Correctional Service will be established: in a Manual of Directives and Rules, a civilian Code of Conduct for staff, a civilian Code of discipline for inmates and a document describing the rights and responsibilities of inmates.

All security Correctional personnel will attend basic Correctional security training with further development training. All non security personnel will attend non security training related to their field of responsibility

OVERVIEW OF THE MISSION

Taking into account the realities of Corrections in Southern Sudan, the level of knowledge and skills of new Correctional personnel forming the Correctional Service of Southern Sudan, the time-frame of the Correctional institution-building, and using existing studies, the consultant will assist the Directorate of the Inmate Care and Treatment Department of the Correctional Service of Southern Sudan in the evaluation of inmates' needs, based on a detailed analysis of the 3 inmate populations of the Juba Correctional Center; men, women and juveniles. The work will include the elaboration of a detailed questionnaire to be administered via an interview, to each convicted inmate. The questionnaire will seek to gather detailed information on health, social, personal, work, educational, criminal, psychological histories. A clear and detailed profile of the inmate population will then be established and a programming strategic plan elaborated to meet major needs identified. The plan will include an assessment of staff training needs, staff training capacities and community resources available. The consultant will proceed to an implementation phase which will take the form of a pilot project based at the Juba Correctional Center.

DUTIES AND RESPONSIBILITIES

- Advise the Director of the Inmate Care and Treatment Department of the Correctional Service of Southern Sudan in matters related to inmate program strategic planning.
- Conduct an independent assessment of individual inmates' needs of male, female and juvenile inmates at the Juba Correctional Centre.
- Elaborate a detailed inmate profile for each of the 3 inmate populations of Juba Correctional Centre.
- Assist the Correctional Service of Southern Sudan in developing standards and policies with regard to inmate programming.
- Conduct all consultation, meetings and workshops necessary for the adoption of an inmate program strategic plan.
- In conjunction with the Director of inmate Care and treatment Department of the Correctional Service of Southern Sudan, develop a 5 years strategic plan for inmate programming of the Correctional Service of Southern Sudan
- Develop and implement a pilot project at the Juba Correctional facility on basic programs to meet identified needs which impact on criminal acting out and recidivism.
- With international agencies and actors, in particular the UNMIS (corrections), UNICEF, Council of Churches, and concerned Ngo's, ensure a coordinated approach in the assistance to the Correctional Service of Southern Sudan in matters relating to inmate treatment programming.

EXPERIENCE REQUIRED

- Served at least 15 years as Correctional Case Manager, Classification Officer, senior counsellor or psychologist in a Correctional institution.
- Experience in planning in the area of Correctional inmate programming.
- Experience in working in a consultancy role to corrections,

- Experience in democratic transition, preferably in Africa is an advantage

SPECIFIC SKILLS AND KNOWLEDGE REQUIRED

- Advanced degree in social work, applied criminology, psychology, or related studies.
- Knowledge of criminal behaviour, abnormal psychology, mental illnesses.
- Knowledge of program approaches in a correctional context.
- Demonstrated ability to produce analytical studies of inmate population profiles.
- Demonstrated ability to implement individual or group treatment program.
- Strong interpersonal skills and the ability to initiate discussions about complex correctional subjects.
- Ability to work under pressure and in circumstances reflecting the conditions of a recovering African democracy.

ANNEX A.8

Terms of Reference SECURITY TRAINING FOR STAFF

Organization:	UNDP (Southern Sudan Office)
Section/Unit:	Rule of Law Unit
Project:	Correctional Service Support Project
Output title:	Training (Security training manual)
Location:	Southern Sudan
Positions:	Correctional training expert
Number of positions:	2
Duration:	1 year renewable

INTRODUCTION

The brokered Peace Agreement of January 9th 2005 and the Interim National Constitution have introduced the principle of a large decentralization of the police services in Sudan. Established by the Interim Constitution for Southern Sudan adopted in December 5 2005 the Correctional Service of Southern Sudan is a decentralized professional service whose mission is:

To protect society by executing incarceration orders based solely on judicial decrees, in a safe, secure, and humane environment for both inmates and staff.

To assist actively inmates in becoming law-abiding citizens through various rehabilitation and pre-release programs including vocational training.

To protect the lives of inmates and staff, as well as personal and State property.

To assist employees and their families, widows and children in obtaining decent lodging and acceptable living conditions.

In order to meet these obligations, the Government of Southern Sudan faces the task of having to literally rebuild the entire Correctional institution which has virtually ceased to function during the 22 years conflict. The former network of Correctional Centers has been gravely damaged if not destroyed. Correctional staff expected to serve in the Correctional facilities will need to be trained or retrained.

Financed by the Multi-Donor Trust Fund (MDTF) and the Government of Southern Sudan, UNDP will execute a large multi-million Correctional Service Support Project which aims at contributing to the substantial increase of the delivering of professional Correctional services to local communities throughout Southern Sudan. Under the umbrella of the project, 7 Correctional State Centers, 8 State Correctional headquarters, 10 County facilities, 2 Pilot Correctional farm camps, 3 decentralized training centers, and 1 juvenile training center, will be built across the States of Southern Sudan. The professional work practices of the Correctional Service will be established: in a Manual of Directives and Rules, a civilian Code of Conduct for staff, a civilian Code of discipline for inmates and a document describing the rights and responsibilities of inmates.

All security Correctional personnel will attend basic Correctional security training with further development training. All non security personnel will attend inmate program training related to their field of responsibility.

OVERVIEW OF MISSION

Taking into account the realities of Corrections in Southern Sudan, the level of knowledge and skills of correctional staff forming the Correctional Service of Southern Sudan, and the time-frame available for the

learning program, the advisors will develop a security training program with the accompanying manual for the Correctional Service of Southern Sudan. In the implementation of their mission, the training advisors will work closely with the Director of the Department for Training of the Correctional Service headquarter of the Government of Southern Sudan and two GoSS trainers seconded to the mission, the Correctional Service Support Project Manager, and the United Nations Mission in Sudan (UN MIS) (corrections) which will participate in running the program developed. GoSS trainers will be trained to deliver the program.

DUTIES AND RESPONSIBILITIES

- Advise the Director of the Training Department of the Correctional Service of Southern Sudan in matters related to security training
- Using international benchmarks, develop a 3 weeks long security training programme for security staff adapted to Southern Sudan
- Develop a Training manual for security staff, with a trainer's manual.
- Organise and implement an initial 3 week train the trainer's course for 32 trainers.
- Assist the Director of the Training Centre and his staff in delivering the program.

EXPERIENCE REQUIRED

- Experience in Correctional training programming and implementation
- Served both in a Correctional facility and in an academic environment
- Experience in curriculum development
- Experience in working in a consultancy role to Corrections
- Experience in security training within a correctional structure and programs

SKILLS AND KNOWLEDGE REQUIRED

- Advanced degree in Social sciences, criminology, correctional management, pedagogy or related studies
- Excellent English writing skills
- Excellent command of MS Office applications

SPECIFIC SKILLS AND KNOWLEDGE DESIRED

- Experience in multi-cultural setting, preferably outside of country of origin is an advantage.

ANNEX A.9

Terms of Reference TRAINING FOR INMATE PROGRAM STAFF

Organization:	UNDP (Southern Sudan Office)
Section/Unit:	Rule of Law Unit
Project:	Correctional Service Support Project
Output title:	Training (inmate program training manual)
Location:	Southern Sudan
Positions:	Correctional training expert
Number of positions:	1
Duration:	1 year renewable

INTRODUCTION

The brokered Peace Agreement of January 9th 2005 and the Interim National Constitution have introduced the principle of a large decentralization of the police services in Sudan. Established by the Interim Constitution for Southern Sudan adopted in December 5th 2005 the Correctional Service of Southern Sudan is a decentralized professional service whose mission is:

To protect society by executing incarceration orders based solely on judicial decrees, in a safe, secure, and humane environment for both inmates and staff.

To assist actively inmates in becoming law-abiding citizens through various rehabilitation and pre-release programs including vocational training.

To protect the lives of inmates and staff, as well as personal and State property.

To assist employees and their families, widows and children in obtaining decent lodging and acceptable living conditions.

In order to meet these obligations, the Government of Southern Sudan faces the task of having to literally rebuild the entire Correctional institution which has virtually ceased to function during the 22 years conflict. The former network of Correctional Centers has been gravely damaged if not destroyed. The 7,200 Correctional staff expected to serve in the Correctional facilities will need to be trained or retrained.

Financed by the Multi-Donor Trust Fund (MDTF) and the Government of Southern Sudan, UNDP will execute a large multi-million Correctional Service Support Project which aims at contributing to the substantial increase of the delivering of professional Correctional services to local communities throughout Southern Sudan. Under the umbrella of the project, 7 Correctional State Centers, 8 State Correctional headquarters, 10 County facilities, 2 Pilot Correctional farm camps, 3 decentralized training centers, and 1 juvenile training center, will be built across the States of Southern Sudan. The professional work practices of the Correctional Service will be established: in a Manual of Directives and Rules, a civilian Code of Conduct for staff, a civilian Code of discipline for inmates and a document describing the rights and responsibilities of inmates.

All security Correctional personnel will attend basic Correctional security training with further development training. All inmate program personnel will attend training related to their field of responsibility.

OVERVIEW OF MISSION

Taking into account the realities of Corrections in Southern Sudan, the level of knowledge and skills of correctional staff forming the Correctional Service of Southern Sudan, and the time-frame available for the learning program, the advisor will develop a training program for inmate program staff with the accompanying manual for the Correctional Service of Southern Sudan. In the implementation of the mission, the training advisor will work closely with the Director of the Department for Training of the Correctional Service headquarter of the Government of Southern Sudan and one GoSS trainer seconded to the mission, the Correctional Service Support Project Manager, and the United Nations Mission in Sudan (UN MIS) (corrections) which will participate in running the program developed. GoSS trainers will be trained to deliver the program.

DUTIES AND RESPONSIBILITIES

- Advise the Director of the Training Department of the Correctional Service of Southern Sudan in matters related to inmate program staff training
- Using international benchmarks, develop a 3 weeks long training programme for staff working in inmate programs, adapted to Southern Sudan
- Develop a Training manual,
- Organise and implement an initial 3 weeks train the trainer's course for 9 trainers.

EXPERIENCE REQUIRED

- Experience in training programming and implementation
- Served both in a Correctional facility and in an academic environment
- Experience in curriculum development
- Experience in working in a consultancy role to Corrections
- Have a specialised understanding of andragogy, in particular problem-based learning
- Experience in inmate program within a correctional structure.

SKILLS AND KNOWLEDGE REQUIRED

- Advanced degree in Social sciences, psychology, behavioural sciences, criminology, correctional management, pedagogy or related studies
- Excellent English writing skills
- Excellent command of MS Office applications

SPECIFIC SKILLS AND KNOWLEDGE DESIRED

- Experience in multi-cultural setting, preferably outside of country of origin is an advantage.

Annex B: Foundational Support for the Correctional Service Project Costs

ANNEX B.1 Cost of Capacity building through training including management costs.

FOUNDATIONAL SUPPORT FOR THE CORRECTIONAL SERVICE PROJECT

	price/unit	months	total (USD)
Output 1: Development of capacity through training			
Activity 1: Construction of 3 Correctional Training Centers with a capacity of 80 students each, including residential facility and a kitchen, based on the design developed by police for the Rumbek police training Center			1'200'000.
Activity 2: Training and capacity building programs			1'348'130.
Total:			2'548'130.

Elaboration of internal regulations

Manual of Directives and Rules				
1 International consultant (ALD 4, 6 months)	1	15'000	6	90'000
International flights for international expert	2	3'000	2	12'000
Internal flights	20	800	1	16'000
DSA (internal travel)	60	86	1	5'160
Flights for 4 workshops with states	40	800	1	32'000
DSA for workshops	40	86	3	10'320
Workshops	4	500	1	2'000
Manual of Directives and Rules edited, reproduced				19'000
Subtotal				186'480

Code of Conduct for staff, Code of Discipline for inmates, Document on inmates rights and responsibilities

1 International Consultant (ALD 4 for 3 months)	1	15,000	90	45'400
DSA (international consultant)	2	86	60	10'320
Flights for international expert	1	3'000	2	6'000
Local Senior Correctional manager DSA	1	86	30	2'580
Internal flights (workshop)	10	800	1	8'000
DSA workshop	18	86	2	3'096
Workshop	2	1'000	1	2'000
Code of Conduct for ALL staff (pocket-size, plastified) published and distributed				48'000
Subtotal				124'996

Training experts

Correctional Training Strategic Plan and implementation

1 Senior advisor to Correctional Service , International ALD4	1	15'000	12	180'000
Flights for international expert in strategic planning	1	3'000	2	6'000
Internal flights	9	800	1	7'200
DSA consultant (internal travel)	1	86	30	2'580
DSA (Nairobi)	2	200	2	800
Flights for study tour (international)	3	2'000	1	6'000
DSA for study tour	3	200	10	6'000
Internal flights for GoSS level workshop	18	800	1	14'400
DSA for GoSS level workshop	18	86	2	3'096
Workshops	1	500	2	1'000

Subtotal

227'076

Security Staff Training Program

2 International Consultants	2	10'000	12	240'000
Flights (international) for international training specialists	2	3'000	2	12'000
Flights (national)	2	800	10	16'000
Flights for local trainers	2	800	2	3'200
DSA local Correctional trainers	3	86	21	57'792
Training Manual Reproduction	1	12	100	1'200
21 days training session for 32 Correctional Service Trainers, (contributions to operational expenses)	32	12	21	8'064

Subtotal

338'256

Training for inmate program staff

1 International Consultant	1	10'000	12	120'000
Flights (international) for international training specialist	1	3'000	2	6'000
Flights (national)	1	800	30	24'000
Flights for local trainer	1	800	2	1'600
DSA local Correctional trainer	9	86	21	16'254
Training Manual Reproduction	1	12	100	1'200
21 days training session for 9 Correctional Service trainers 22 contributions to operational costs)	9	12	21	2'268

Subtotal

171'322

Training for senior Managers, middle and first level managers

International travel for 30 Senior managers to various countries
International travel for some middle managers and trainers to staff training colleges in neighboring countries. To cover transportation, lodging and daily subsistence allowances

Subtotal

300'000

Output 2 Improvement of hygienic and basic security conditions for inmates See details in ANNEXES B.2

Outputs 3 and 4 :Project Management Team (management and coordination)

Programme manager CTA (international ALD 4)	1	15'000	12	180'000
Programme officer (national, NOC)	1	5'000	12	60'000
Administrative assistant (G6)	1	1'250	12	15'000
Driver	1	450	36	16'200
Thuraya (acquisition)	5	1'000	1	5'000
Thuraya phone (communications)	5	100	12	6'000
Mobile phones (acquisition with chip)	5	200	1	1'000
Mobile phones (communication only)	5	75	36	13'500
Travel and Transportation	1	30'000	1	30'000
Operation, Maintenance, and Running Costs	1	12'000	1	12'000
4x4 vehicle (MOSS compliant)	1	55'000	1	55'000
Subtotal				393'700
Total Capacity building				1'348'130

Annex B.2.1

Output 2: Cost of improvement of hygienic, health and basic security conditions for inmates; through the installation of sustainable continuous water supplies and adapted sanitation systems along with the procurement of listed equipment as per the following urgent needs in B.2.2.

Improvement of hygienic, health and basic security conditions for inmates CORRECTIONAL CENTERS URGENT INSTALLATION NEEDS

Detention Centers

	Wells and elevated water tanks	Toilets and showers	Kitchen	Rain Water
Juba male	40'000			30'000
Juba female	40'000	73'545.84		30000
Bor	40'000	73'545.84		30000
Torit	40'000	73'545.84		30000
Yei	40'000	73'545.84	90'076.30	30000
Yambio	40'000	73'545.84	90'076.30	30000
Rumbek	40'000	73'545.84	90'076.30	30000
Wau	15,000 (elevated tank)	73'545.84		30000
Tong	40'000	73'545.84		30000
Aweil	40'000	73'545.84		30000
Malakal	40'000	73'545.84		30000

TOTAL	415'000	735'458	300'000
GRAND TOTAL for B.2.1			1'450'000

Note 1: The cost of kitchens was not included in the total calculation.

Note 2: All prices are based on bills of quantities completed by an Engineer for UNDP in April 2006.

ANNEX B.2.2 Cost of procurement for urgently needed equipments

	Juba male	Juba female	Yei	Yambio	Rumbek	Wau	Malakal	Aweil	Tong	Torit	Bentiu
1. 1 generator 30kva		17,500	17,500								
1.1- 1 generator 100kva	27,000.00			27,000	27,000	27,000	27,000				
2. 8 solar panels	2,400.00	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
3. 1 inverter 2000 watts	450.00	450	450	450	450	450	450	450	450	450	450
4. 8 maintenance free batteries	2,280.00	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280
5. 12 filing cabinets	2,400.00			2,400	2,400	2,400	2,400	2,400		2,400	
5.1- 6 filing cabinets											
5.2- 4 filing cabinets		800	800						800		1,200
6- 2 desk top computers		1,600	1,600						1,600		1,600
6.1- 4 desk top computers	3,200.00			3,200	3,200	3,200	3,200	3,200		3,200	
7- 1 jet ink printer		200	200						200		200
8- 1 laser printer	800.00			800	800	800	800	800		800	
9- 1 base radio station and transmitter	7,500.00	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500

	900.00	600	900	900	900	900	900	900	900	900	900	900	900
10- 6 radio handset													
10.1- 4 radio handset		600										600	
11- 1 motor cycle 185 cc		2,500											
11.1- 2 motor cycles 185 cc	5,000.00		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
12- 1 transportation vehicle	50,000.00	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
13- Medical equipment for the Dispensary	5,000.00		5,000				5,000			5,000			
14- Agricultural tools and water pumps			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
15- Bedding		11,400											
16- Equipment for the care infant babies		3,000											
TOTAL	106,930.00	100,230.00	85,830.00	116,930.00	111,930.00	116,930.00	116,930.00	116,930.00	116,930.00	84,930.00	66,150.00	74,930.00	16,530.00
Grand Total for ANNEX B.2.2 : 998'250.USD													